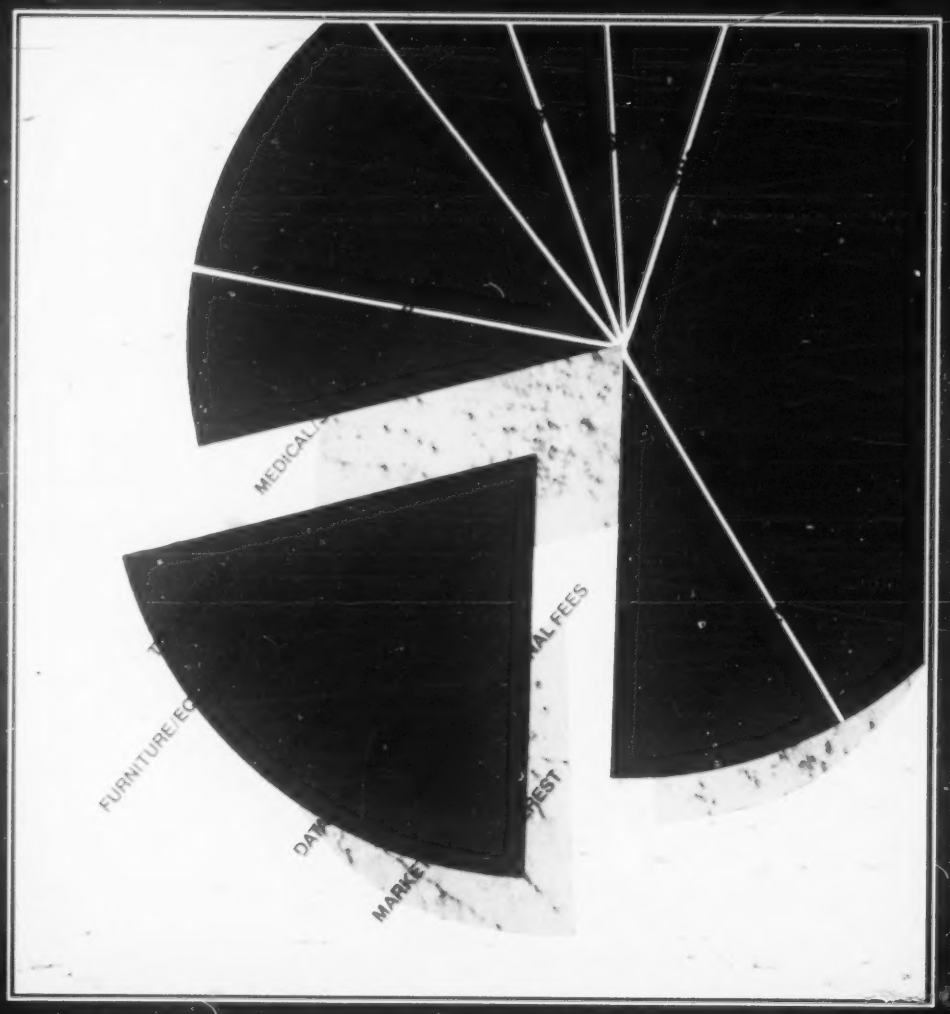
THE COST AND PRODUCTION SURVEY REPORT

1988 REPORT BASED ON 1987 DATA



MGMA
FOUNDED 1926

MEDICAL GROUP
MANAGEMENT
ASSOCIATION

1988
COST AND PRODUCTION SURVEY REPORT

Based on 1987 Data

MEDICAL GROUP
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Introduction

The 1988 MGMA Cost Survey Report is based on medical group practice revenue and expense information for calendar year 1987 as provided by participating MGMA members. Respondents completed either a Cost Survey Short Form or a Cost Survey Long Form. The Cost Survey Short Form is designed for medical groups with a less complex financial information system and contains only 76 data elements. The Cost Survey Long Form, which requests a much more detailed description of a group's financial status, contains 153 data elements. Both Short Form and Long Form versions of the cost survey questionnaire are reprinted on pages 62-63 of this report.

Survey questionnaires were mailed to all 3,486 MGMA member groups during February 1988, and 855 questionnaires were returned for a response rate of 24.5 percent. Of the 855 returned questionnaires, 846 were actually used to compile the Cost Survey tables presented in this report.

The nine survey questionnaires returned but not used either contained incomplete information or contained cost or revenue data that were far beyond the bounds of a normal distribution. In these nine cases, after a careful evaluation of the effect of the pertinent group's data on the total report, a decision was made to remove the data from the survey computations. No attempt could be made to contact these nine respondents, since their identities were not known.

Confidentiality of the data reported on the survey questionnaires has been strictly adhered to. Respondents were asked not to sign or identify their questionnaires, and plain envelopes were provided for responses. In order to insure anonymity in the survey report, data were suppressed if less than six groups provided information in a specific data category.

This report is copyrighted by the Medical Group Management Association. The MGMA/CRAHCA staff realizes the sensitive nature of physician revenue and cost data and maintains strict confidentiality in the treatment of individual responses. If you have a question concerning the survey results, or comments on how this report or the survey questionnaire could be improved, please contact the MGMA/CRAHCA staff. Changes made in the 1988 Cost Survey and Report are a direct result of member suggestions made during the past year.

Your continued cooperation by participating in your association's surveys is appreciated.

—1988 MGMA Financial Management Committee and the MGMA/CRAHCA Staff

How to Use This Report

The MGMA Cost Survey is designed to assist medical group administrators measure the performance of their organizations vis-a-vis the mean performance of the self-selected survey respondent population. It must be stressed that this Cost Survey is not based upon a formal random sample. Since all responses are purely voluntary, an element of self-selection bias is introduced into the respondent population. The implication of the self-selection bias to the medical group manager is that any comparisons of individual group data to the mean values for a respondent population should be made cautiously, with the realization that the mean values for the respondent population are not necessarily the same as those that would occur if a true random sample had been utilized.

For the financial data categories (cost, expense, and earnings), two indices are presented in this report for each data element. The first index is the "mean dollar value per FTE physician." The second index expresses each financial data category as a "percent of total cash collections." In addition, the 1988 Cost Survey presents tables containing financial management ratios and FTE employees to FTE physician ratios.

These four types of data—dollars per FTE physician, percent of cash collections, management ratios, and staffing ratios—are disaggregated according to three different categories for multispecialty medical groups and by type of single specialty group. The three categories of multispecialty group data are: size of group, MGMA section, and percent prepaid income. It should also be noted that all published tables in this report exclude data for university-affiliated groups.

In examining the data presented in this report, the medical group manager should ask several questions.

1. What is the difference between the data reported by the group and the overall averages—both in "dollars per FTE physician" and in "percent of total cash collections?"

2. Do these differences indicate that the group's financial performance is significantly out of line with the Cost Survey averages? Such differences may identify some areas of the group's business that require closer scrutiny.

3. Are the differences explainable either through the group's method of data collection and reporting, or because of special group goals?

4. By what methods can these financial indicators be changed or controlled within the group?

Comparisons should be made on an individual item basis. In the case of the nonphysician salaries subtotal, if the group has only group practice executive staff, business office personnel, registered

nurses, and medical receptionists, each of these categories should be compared and evaluated individually. Then, the nonphysician salaries subtotal can be calculated based on the data for the four staff categories listed above. A comparison can then be made between the group's nonphysician salaries subtotal and the mean values presented in the Cost Survey report.

Caution should be used in interpreting the data in this report for two reasons. First, as stated earlier, the average data reported here are compiled from questionnaires voluntarily returned by MGMA members and may not be representative of group practices in general. Second, when the response rate in a given category is low (20 responses or fewer), the mean value could change significantly with the addition of only a few more cases. In the case of small sample sizes, a low level of confidence should be placed on the results.

How This Report Was Computed

The Center for Research in Ambulatory Health Care Administration received, processed, and edited all Cost Survey questionnaires. Completed questionnaires were examined for clarity and content validity. This report was computed using computer programs developed by CRAHCA utilizing SPSS-PC on a Compaq 386 personal computer system.

There are five variables computed in this report that are functions of other variables. They are calculated as follows: (Note that the appropriate line of the survey questionnaire is referenced in parenthesis).

1. Accounts Receivable Ratio =

$$\frac{\text{Total accounts receivable (Part V. 1.)}}{\text{1/12 of Adjusted fee-for-service charges (Part I. 1.c.)}}$$

2. Gross Collection Percentage =

$$\frac{\text{Fee-for-service cash collections (Part I. 4.)}}{\text{Gross fee-for-service charges (Part I. 1.a.)}} \times 100$$

3. Adjusted Collection Percentage =

$$\frac{\text{Fee-for-service cash collections (Part I. 4.)}}{\text{Adjusted fee-for-service charges (Part I. 1.c.)}} \times 100$$

4. Net Income before Distribution = Total cash collections (Part I. 7.) minus Total nonphysician expenses (Part II. 18.) minus Physician consultant expenses subtotal (Part III).

5. Net Income Available for Distribution = Net income before distribution minus Physician benefit expenses subtotal (Part IV).

In examining the data tables in this report, the reader will notice the "$ per FTE physician" variables do not always add up to the total, and that the "percent of cash collections" variables do not always add up to 100 percent. In general, the sums will be greater than the indicated total or greater than 100 percent. This is due to the fact that not all groups have every expense category.

As an example, out of the 331 multispecialty medical groups participating in the survey, only 56 medical groups reported physical therapy personnel salary expense. In reporting the average physical therapy personnel salary expense, the mean value is based only on the 56 medical groups that actually have this expense. It is not the mean value for all 331 groups, 275 of which would have a zero in this expense category.

If one were to add up all the nonphysician salary expense categories, one would be weighting all the categories equally and would obtain an invalid sum which, in most cases, would be greater than the valid sum shown in the report which weights each expense category by the number of responses.

In the few cases where manual addition yields a sum less than the published sum, the reasons can usually be traced to the effects of small sample sizes for individual expense categories (contained only in the Long Form questionnaire) as compared to much larger sample sizes for the subtotals (contained in both the Long and Short Form questionnaires).

If you have any questions about any of the results in this report, please feel free to contact the CRAHCA staff for clarification.

Demographic Profile of Respondents

Table A: Geographic Distribution (MGMA Section)

	Frequency	Percent
Eastern	151	17.8%
Midwest	267	31.6%
Southern	224	26.5%
Western	204	24.1%
	846	100.0%

Table B: Size of Medical Group (Number of FTE Physicians)

	Frequency	Percent
6 or Fewer	351	41.5%
6.1 to 15.0	228	27.0%
15.1 to 25.0	107	12.6%
25.1 to 35.0	48	5.7%
35.1 to 50.0	34	4.0%
50.1 or more	78	9.2%
	846	100.0%

Table C: Type of Medical Group

	Frequency	Percent
Single Specialty	489	57.8%
Multispecialty	357	42.2%
	846	100.0%

Table D: Medical Group Payment Mechanism

	Frequency	Percent
Fee-for-Service	578	68.6%
Fee-for-Service/Prepaid	260	30.9%
Prepaid	4	.5%
	842	100.0%
Missing	4	

Table E: University Affiliation

	Frequency	Percent
Yes	36	4.3%
No	810	95.7%
	846	100.0%

Table F: Use of CRAHCA Chart of Accounts

	Frequency	Percent
Yes	324	38.8%
No	511	61.2%
	835	100.0%
Missing	11	

Table G: Medical Group Accounting Method

	Frequency	Percent
Cash	540	64.4%
Modified Cash/Accrual	209	25.0%
Accrual	89	10.6%
	838	100.0%
Missing	8	

1

Medical Group Management Association
1988 Cost Survey Based on 1987 Data

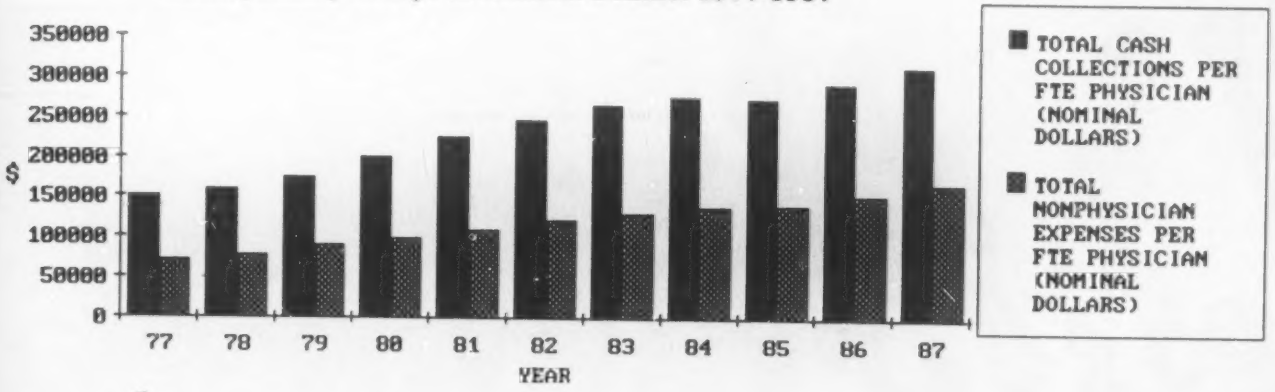
Table 1: Changes in Mean Revenue, Expenses, and Earnings per FTE Physician for Multispecialty Groups: 1985-1987

	1985	1986	PERCENT CHANGE 1985 TO 1986	1987	PERCENT CHANGE 1986 TO 1987
NUMBER OF RESPONDING MEDICAL GROUPS	253	310		331	
GROSS FEE-FOR-SERVICE CHARGES	$289,595	$311,295	7.49%	$317,377	1.95%
Adjustments	$26,001	$28,550	9.80%	$32,216	12.84%
ADJUSTED FEE-FOR-SERVICE CHARGES	$267,304	$286,937	7.34%	$290,306	1.17%
Bad debts and write-offs	$13,912	$16,315	17.27%	$14,744	-9.63%
PATIENT CHARGES - PREPAID	$84,619	$80,947	-4.34%	$97,089	19.94%
TOTAL PATIENT CHARGES	$280,378	$302,789	7.99%	$362,350	19.67%
FEE-FOR-SERVICE CASH COLLECTIONS	$246,818	$262,712	6.44%	$269,011	2.40%
Capitation revenue	$83,550	$97,137	16.26%	$97,880	0.76%
Other prepaid revenue	$21,253	$16,198	-23.78%	$34,990	116.01%
All prepaid pro./med. purchased serv.	$33,185	$45,549	37.26%	$58,228	27.84%
TOTAL NET PREPAID REVENUE	$66,931	$80,157	19.76%	$76,947	-4.00%
OTHER REVENUE	$7,669	$8,088	5.46%	$7,021	-13.19%
TOTAL CASH COLLECTIONS	$274,071	$293,842	7.21%	$314,767	7.12%
NONPHYSICIAN SALARIES SUBTOTAL	$56,703	$60,879	7.36%	$67,171	10.34%
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	$13,269	$13,691	3.18%	$14,716	7.49%
DATA PROCESSING EXPENSES SUBTOTAL	$3,907	$4,027	3.07%	$4,206	4.44%
LABORATORY EXPENSES SUBTOTAL	$8,471	$8,885	4.89%	$9,471	6.60%
RADIOLOGY EXPENSES SUBTOTAL	$5,325	$6,055	13.71%	$6,282	3.75%
PHYSICAL THERAPY EXPENSES SUBTOTAL	$1,088	$1,461	34.28%	$1,374	-5.95%
OPTICAL EXPENSES SUBTOTAL	$2,512	$2,834	12.82%	$2,597	-8.36%
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	$9,402	$9,226	-1.87%	$10,237	10.96%
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	$18,618	$19,466	4.55%	$21,098	8.38%
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	$4,516	$5,941	31.55%	$5,887	-0.91%
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	$3,988	$4,317	8.25%	$4,337	0.46%
TELEPHONE EXPENSES SUBTOTAL	$3,054	$3,257	6.65%	$3,431	5.34%
INSURANCE PREMIUMS SUBTOTAL	$7,457	$9,260	24.18%	$11,052	19.35%
OUTSIDE PROFESSIONAL FEES SUBTOTAL	$3,477	$3,442	-1.01%	$3,848	11.80%
PROMOTION AND MARKETING EXPENSES SUBTOTAL	$1,409	$1,624	15.26%	$1,835	12.99%
GROUP INTEREST EXPENSES SUBTOTAL	$2,284	$2,141	-6.26%	$2,623	22.51%
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	$7,150	$7,556	5.68%	$7,100	-6.03%
TOTAL NONPHYSICIAN EXPENSES	$143,067	$154,884	8.26%	$169,272	9.29%
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	$5,977	$8,347	39.65%	$8,910	6.74%
NET INCOME BEFORE DISTRIBUTION TO GROUP	$128,356	$133,707	4.17%	$140,300	4.93%
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	$18,306	$18,512	1.13%	$18,720	1.12%
NET INCOME AVAILABLE FOR DISTRIBUTION	$112,727	$117,345	4.10%	$121,353	3.42%
RETAINED EARNINGS	$7,061	$8,133	15.18%	$6,600	-18.85%

Table 2: Mean Total Cash Collections and Total Nonphysician Expenses per FTE Physician for Multispecialty Groups in Nominal and Real Dollars: 1977-1987

YEAR	TOTAL CASH COLLECTIONS PER FTE PHYSICIAN (NOMINAL DOLLARS)	TOTAL NONPHYSICIAN EXPENSES PER FTE PHYSICIAN (NOMINAL DOLLARS)	CONSUMER PRICE INDEX (CPI-U, 1982/84 =100)	INFLATION RATE (% CHANGE IN CPI-U)	TOTAL CASH COLLECTIONS PER FTE PHYSICIAN (REAL 1982/84 DOLLARS)	TOTAL NONPHYSICIAN EXPENSES PER FTE PHYSICIAN (REAL 1982/84 DOLLARS)
1977	$153,208	$73,649	60.6	6.5%	$252,818	$121,533
1978	$160,589	$78,474	65.2	7.6%	$246,302	$120,359
1979	$176,470	$92,223	72.6	11.3%	$243,072	$127,029
1980	$201,600	$100,800	82.4	13.5%	$244,660	$122,330
1981	$226,200	$111,500	90.9	10.3%	$248,845	$122,662
1982	$247,700	$122,800	96.5	6.2%	$256,684	$127,254
1983	$265,718	$131,691	99.6	3.2%	$266,785	$132,220
1984	$277,776	$139,953	103.9	4.3%	$267,349	$134,700
1985	$274,071	$143,067	107.6	3.6%	$254,713	$132,962
1986	$293,842	$154,884	109.6	1.9%	$268,104	$141,318
1987	$314,767	$169,272	113.6	3.6%	$277,084	$149,007

Graph 2A: Mean Total Cash Collections and Total Nonphysician Expenses per FTE Physician for Multispecialty Groups in Nominal Dollars: 1977-1987



Graph 2B: Mean Total Cash Collections and Total Nonphysician Expenses per FTE Physician for Multispecialty Groups in Real Dollars: 1977-1987

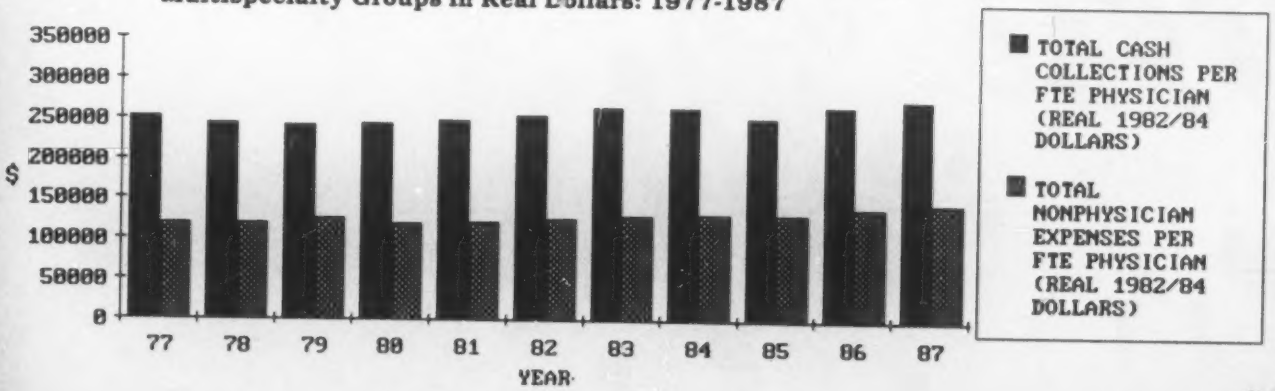
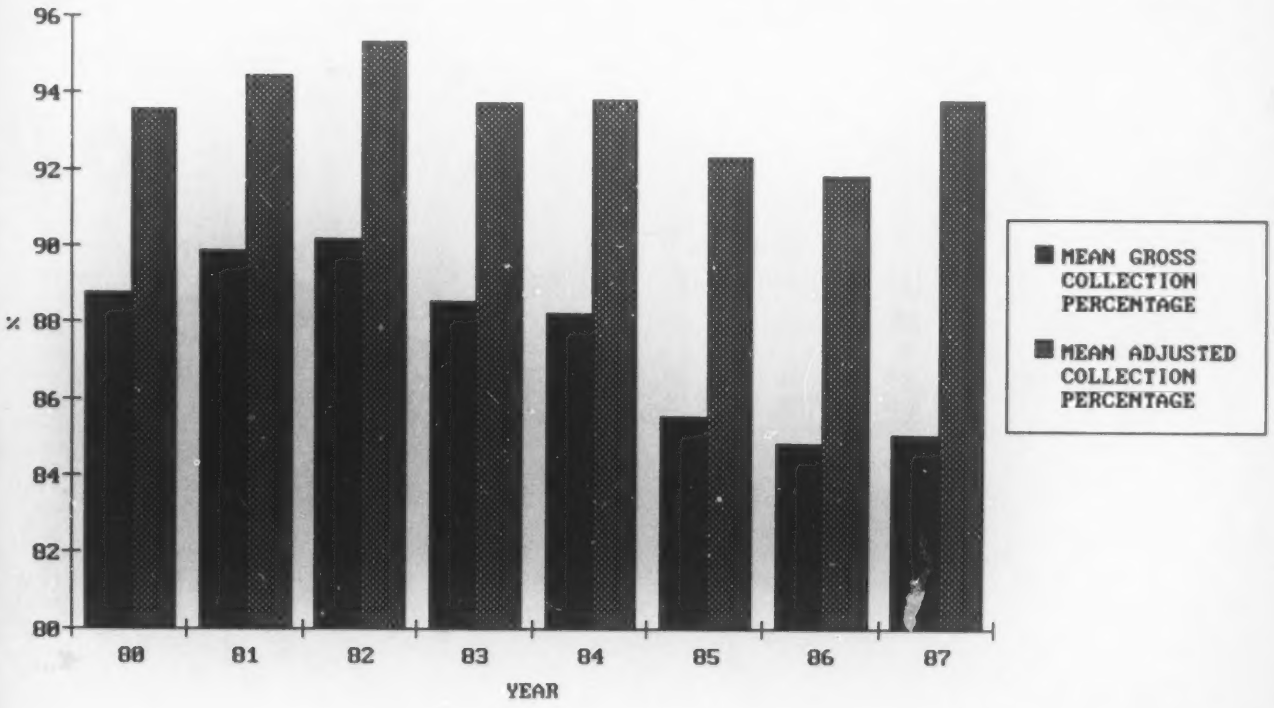


Table 3: Mean Gross and Adjusted Collection Percentages for Multispecialty Groups: 1980-1987

YEAR	MEAN GROSS COLLECTION PERCENTAGE	MEAN ADJUSTED COLLECTION PERCENTAGE
1980	88.8%	93.6%
1981	89.9%	94.5%
1982	90.2%	95.4%
1983	88.6%	93.8%
1984	88.3%	93.9%
1985	85.6%	92.4%
1986	84.9%	91.9%
1987	85.1%	93.9%

Graph 3: Mean Gross and Adjusted Collection Percentages for Multispecialty Groups: 1980-1987



Graph 4: **Nonphysician Expense Categories as a Percent of Total Nonphysician Expenses for Multispecialty Groups: 1987**

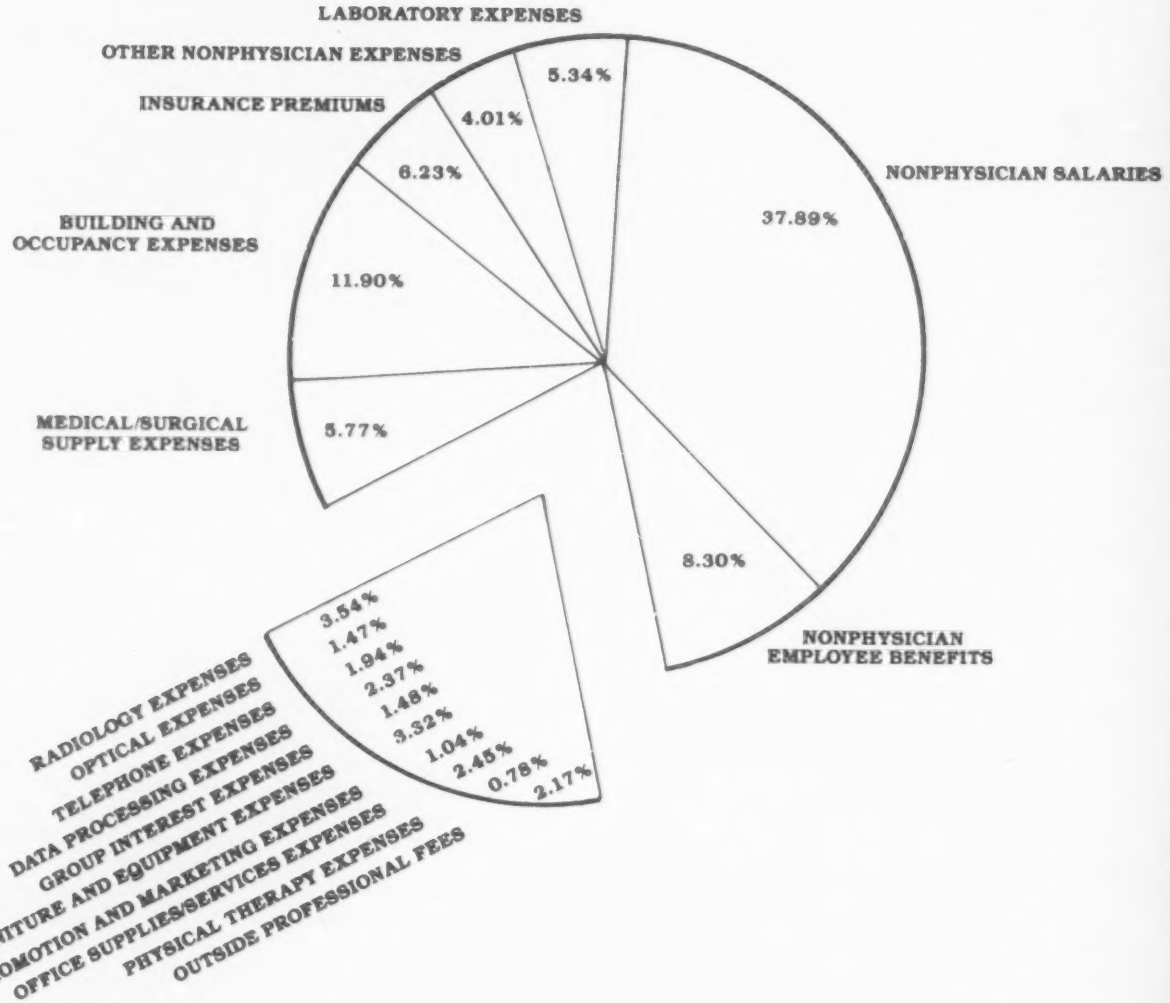


Table 5A: Mean Number of FTE Employees per FTE Physician by Size of Medical Group for Multispecialty Groups

EMPLOYEE CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
ALL FTE EMPLOYEES PER FTE PHYSICIAN	3.86	3.70	4.26	4.47	4.39	4.68	4.18
Executive staff	.30	.16	.17	.12	.12	.10	.15
Business office	.66	.63	.63	.56	.54	.50	.59
Data processing	.30	.20	.16	.18	.14	.12	.17
Other administrative	.21	.20	.20	.20	.14	.22	.20
Registered nurses	.71	.51	.57	.44	.46	.53	.53
Licensed practical nurses, aides, etc.	.79	.73	.72	.82	.78	.75	.75
Medical receptionists	.64	.46	.58	.66	.56	.67	.57
Medical secretaries/transcribers	.31	.22	.25	.24	.31	.28	.25
Medical records	.37	.30	.30	.40	.34	.32	.32
Physician extenders	.33	.25	.12	.09	.12	.13	.15
Laboratory	.46	.34	.33	.36	.33	.34	.35
Radiology	.32	.19	.20	.24	.21	.29	.23
Physical therapy	*	.11	.09	.14	.08	.09	.10
Optical	*	*	.12	.10	.05	.06	.08
Housekeeping, maintenance, and security	.28	.18	.16	.14	.14	.17	.17
Certified registered nurse anesthetists	*	.19	*	*	*	.09	.12
Other support	*	.28	.28	.34	.24	.37	.31

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Graph 5A: Mean Number of FTE Employees per FTE Physician by Size of Medical Group for Multispecialty Groups

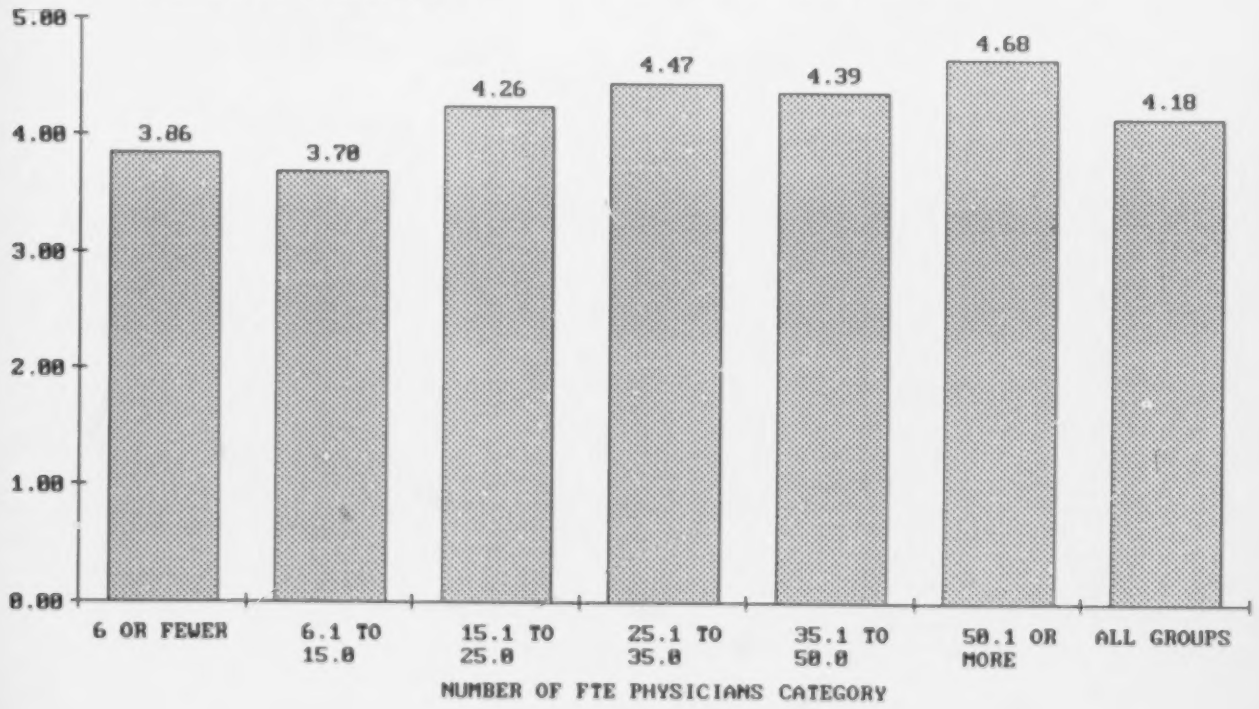


Table 5B: Mean Revenue per FTE Physician by Size of Medical Group for Multispecialty Groups

REVENUE CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
NUMBER OF RESPONDING MEDICAL GROUPS	32	91	74	42	32	60	331
GROSS FEE-FOR-SERVICE CHARGES	$302,618	$296,911	$323,785	$345,200	$341,330	$315,706	$317,377
Adjustments	$25,794	$32,101	$33,098	$29,214	$40,108	$32,924	$32,216
ADJUSTED FEE-FOR-SERVICE CHARGES	$293,808	$267,293	$294,036	$308,389	$308,692	$295,406	$290,306
Bad debts and write-offs	$20,421	$10,422	$15,023	$14,900	$13,980	$17,335	$14,744
PATIENT CHARGES - PREPAID	$34,575	$45,224	$115,135	$96,041	$93,694	$133,326	$97,089
TOTAL PATIENT CHARGES	$311,540	$307,829	$371,083	$395,718	$394,586	$425,405	$362,350
FEE-FOR-SERVICE CASH COLLECTIONS	$251,402	$246,356	$286,556	$291,416	$288,854	$263,971	$269,011
Capitation revenue	$34,180	$80,529	$95,488	$87,993	$102,082	$133,223	$97,880
Other prepaid revenue	*	$26,200	$22,725	$19,995	$14,320	$65,340	$36,111
All prepaid pro./med. purchased serv.	*	$73,962	$36,245	$40,802	$61,551	$83,947	$59,824
TOTAL NET PREPAID REVENUE	$29,936	$65,117	$78,875	$67,693	$62,208	$109,347	$76,947
OTHER REVENUE	$22,440	$4,103	$4,824	$5,564	$6,452	$8,411	$7,021
TOTAL CASH COLLECTIONS	$277,589	$273,256	$325,220	$337,745	$333,560	$358,555	$314,767

Table 5C: Mean Accounts Receivable Aging by Size of Medical Group for Multispecialty Groups

ACCOUNTS RECEIVABLE CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
TOTAL ACCOUNTS RECEIVABLE - $ PER FTE PHY.	$79,455	$77,549	$97,104	$99,251	$104,992	$102,043	$91,964
Accounts receivable - 0 to 30 days	$19,851	$24,233	$25,801	$26,642	$26,315	$28,831	$25,515
Accounts receivable - 31 to 60 days	$13,190	$12,749	$18,128	$18,045	$17,327	$19,342	$16,380
Accounts receivable - 61 to 90 days	$8,512	$8,221	$11,636	$10,715	$12,195	$11,976	$10,449
Accounts receivable - 91 TO 120 days	$8,574	$7,113	$7,296	$9,707	$8,367	$8,999	$8,093
Accounts receivable - over 120 days	$33,349	$24,098	$35,309	$34,762	$41,098	$37,183	$33,085
PER CENT OF TOTAL ACCOUNTS RECEIVABLE	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Accounts receivable - 0 to 30 days	27.77%	33.80%	27.79%	27.58%	27.62%	27.73%	29.29%
Accounts receivable - 31 to 60 days	16.83%	17.15%	18.89%	18.49%	17.35%	19.92%	18.21%
Accounts receivable - 61 to 90 days	11.19%	10.75%	11.88%	10.96%	11.32%	11.86%	11.34%
Accounts receivable - 91 to 120 days	9.34%	8.88%	7.71%	8.55%	7.73%	8.77%	8.46%
Accounts receivable - over 120 days	34.72%	30.01%	34.23%	34.40%	35.97%	31.73%	32.95%

Table 5D: Mean Management Ratios by Size of Medical Group for Multispecialty Groups

RATIOS AND PERCENTAGES	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
ACCOUNTS RECEIVABLE RATIO	3.32	3.59	3.75	3.81	4.20	4.81	3.90
GROSS COLLECTION PERCENTAGE	85.26%	85.61%	85.92%	86.07%	84.34%	82.69%	85.06%
ADJUSTED COLLECTION PERCENTAGE	93.66%	94.70%	94.53%	94.55%	94.52%	91.45%	93.97%
ALL FTE EMPLOYEES PER FTE PHYSICIAN	3.86	3.70	4.26	4.47	4.39	4.68	4.18

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 5E: Mean Expenses per FTE Physician by Size of Medical Group for Multispecialty Groups

EXPENSE CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
NONPHYSICIAN SALARIES SUBTOTAL	$58,877	$56,671	$67,348	$70,855	$70,530	$82,704	$67,171
Group practice executive staff	$9,543	$5,978	$6,253	$5,802	$4,827	$5,036	$5,800
Business office personnel	$10,412	$11,941	$8,596	$8,236	$7,357	$7,162	$8,969
Data processing personnel	$4,617	$2,539	$2,380	$2,930	$2,124	$2,189	$2,495
Other administrative personnel	*	$2,604	$3,209	$3,336	$2,640	$3,819	$3,234
Registered nurses	$11,813	$9,411	$11,245	$8,636	$10,962	$11,285	$10,435
Licensed practical nurses, aides, etc.	$13,901	$10,168	$8,667	$11,260	$10,911	$10,931	$10,522
Medical receptionists	$9,521	$6,225	$7,019	$7,906	$6,711	$8,081	$7,376
Medical secretaries/transcribers	$3,495	$3,569	$3,843	$4,059	$4,415	$4,439	$4,026
Medical records personnel	*	$3,377	$3,805	$4,388	$4,023	$3,871	$3,867
Physician extenders	*	$3,357	$4,717	$2,958	$3,303	$3,732	$3,646
Laboratory personnel	$7,211	$5,890	$5,765	$6,759	$6,009	$6,399	$6,201
Radiology personnel	$5,673	$3,372	$3,661	$4,853	$3,792	$4,745	$4,135
Physical therapy personnel	*	$2,480	$2,924	$4,010	$1,949	$2,210	$2,573
Optical personnel	*	*	$1,695	$1,514	$893	$1,215	$1,316
Housekeeping/maintenance/security pers.	$3,212	$2,075	$1,771	$2,187	$1,863	$2,388	$2,139
Certified registered nurse anesthetists	*	*	*	*	*	$4,432	$4,432
Other support personnel	*	$2,267	$4,056	$4,191	$2,227	$7,403	$4,632
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	$12,952	$12,764	$14,545	$15,378	$15,033	$18,152	$14,716
Taxes - FICA, payroll, etc.	$8,675	$5,312	$5,645	$6,368	$6,452	$7,004	$6,255
Insurance-health/disability/life/etc.	$5,081	$3,499	$3,789	$4,365	$4,511	$4,961	$4,234
Retirement and/or profit sharing	$4,947	$4,926	$4,574	$4,491	$4,337	$5,157	$4,767
Other employee benefits	*	$914	$1,420	$865	$927	$1,391	$1,125
DATA PROCESSING EXPENSES SUBTOTAL	$4,016	$3,808	$4,021	$4,120	$3,958	$5,289	$4,206
Service bureau fees	*	$3,423	$3,306	$2,588	$2,419	$2,464	$2,823
Equipment rental/depreciation	$3,631	$2,232	$2,065	$1,439	$2,297	$2,065	$2,096
Equipment maintenance	$1,035	$994	$856	$909	$890	$771	$897
Data processing supplies	$1,125	$656	$542	$823	$596	$561	$655
Other data processing expenses	*	$813	$531	$545	$377	$1,335	$820
LABORATORY EXPENSES SUBTOTAL	$10,870	$9,045	$10,534	$8,763	$9,579	$8,634	$9,471
Fees for outside laboratory services	$8,728	$3,958	$5,703	$4,467	$4,739	$3,405	$4,550
Equipment rental/depreciation	*	$1,349	$783	$947	$1,313	$906	$1,053
Equipment maintenance	*	$333	$328	$302	$327	$326	$324
Laboratory supplies	$5,281	$4,458	$3,851	$3,923	$4,434	$3,700	$4,107
Other laboratory expenses	*	$302	$222	$137	$213	$948	$449
RADIOLOGY EXPENSES SUBTOTAL	$6,135	$4,622	$6,592	$7,165	$5,084	$8,391	$6,282
Fees for outside radiology services	*	$2,380	$4,453	$5,325	$2,231	$2,718	$3,288
Equipment rental/depreciation	*	$2,171	$1,634	$1,718	$1,683	$2,451	$2,021
Equipment maintenance	*	$406	$631	$925	$636	$1,009	$725
Radiology supplies	$3,331	$2,087	$2,376	$3,017	$2,450	$2,717	$2,531
Other radiology expenses	*	$741	$776	$173	$223	$1,608	$857
PHYSICAL THERAPY EXPENSES SUBTOTAL	*	$1,480	$1,694	$2,527	$1,363	$754	$1,389
Equipment rental/depreciation	*	*	*	$368	$261	$242	$273
Equipment maintenance	*	*	*	*	$17	$11	$13
Physical therapy supplies	*	$1,199	$368	$244	$818	$178	$480
Other physical therapy expenses	*	*	*	$1,333	$1,127	$876	$1,084
OPTICAL EXPENSES SUBTOTAL	*	$1,010	$3,831	$2,769	$1,817	$2,435	$2,597
Equipment rental/depreciation	*	*	$576	$332	*	$163	$308
Equipment maintenance	*	*	*	$34	*	$21	$27
Optical supplies	*	$986	$2,375	$2,136	$1,957	$1,901	$1,979
Other optical expenses	*	*	$215	*	*	$550	$444

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 5E is continued on Page 16

Table 5F: Mean Expenses as a Percent of Cash Collections by Size of Medical Group for Multispecialty Groups

EXPENSE CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
NONPHYSICIAN SALARIES SUBTOTAL	21.50%	20.99%	21.04%	21.12%	21.40%	23.20%	21.51%
Group practice executive staff	3.88%	2.23%	1.99%	1.80%	1.46%	1.45%	1.91%
Business office personnel	3.44%	4.30%	2.71%	2.46%	2.24%	2.07%	2.89%
Data processing personnel	1.80%	.94%	.75%	.83%	.65%	.65%	.80%
Other administrative personnel	*	.93%	1.07%	1.02%	.85%	1.12%	1.02%
Registered nurses	4.28%	3.52%	3.56%	2.61%	3.22%	3.02%	3.24%
Licensed practical nurses, aides, etc.	4.87%	3.65%	2.72%	3.24%	3.34%	3.35%	3.37%
Medical receptionists	3.18%	2.31%	2.23%	2.35%	2.05%	2.33%	2.33%
Medical secretaries/transcribers	1.14%	1.30%	1.17%	1.16%	1.33%	1.27%	1.24%
Medical records personnel	*	1.22%	1.20%	1.29%	1.24%	1.11%	1.20%
Physician extenders	*	1.28%	1.60%	.95%	1.02%	1.13%	1.19%
Laboratory personnel	2.25%	2.16%	1.81%	1.94%	1.86%	1.84%	1.95%
Radiology personnel	2.07%	1.24%	1.13%	1.34%	1.13%	1.33%	1.28%
Physical therapy personnel	*	.69%	.82%	1.22%	.56%	.61%	.73%
Optical personnel	*	*	.53%	.46%	.25%	.37%	.40%
Housekeeping/maintenance/security pers.	1.08%	.73%	.57%	.62%	.55%	.66%	.65%
Certified registered nurse anesthetists	*	*	*	*	*	1.18%	1.18%
Other support personnel	*	.73%	1.34%	1.10%	.68%	1.96%	1.30%
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	4.69%	4.62%	4.53%	4.59%	4.55%	5.13%	4.69%
Taxes - FICA, payroll, etc.	3.05%	1.93%	1.79%	1.89%	1.95%	1.98%	1.98%
Insurance-health/disability/life/etc.	1.74%	1.24%	1.22%	1.25%	1.36%	1.38%	1.31%
Retirement and/or profit sharing	1.66%	1.72%	1.41%	1.33%	1.30%	1.48%	1.48%
Other employee benefits	*	.34%	.44%	.26%	.30%	.40%	.36%
DATA PROCESSING EXPENSES SUBTOTAL	1.45%	1.41%	1.23%	1.24%	1.20%	1.53%	1.35%
Service bureau fees	*	1.24%	.97%	.78%	.72%	.79%	.89%
Equipment rental/depreciation	1.35%	.82%	.66%	.46%	.71%	.60%	.68%
Equipment maintenance	.42%	.38%	.26%	.27%	.27%	.22%	.29%
Data processing supplies	.32%	.26%	.18%	.22%	.18%	.16%	.21%
Other data processing expenses	*	.30%	.16%	.15%	.12%	.34%	.23%
LABORATORY EXPENSES SUBTOTAL	3.73%	3.29%	3.31%	2.57%	2.93%	2.45%	3.04%
Fees for outside laboratory services	3.15%	1.46%	1.83%	1.31%	1.43%	1.04%	1.48%
Equipment rental/depreciation	*	.44%	.26%	.26%	.39%	.26%	.32%
Equipment maintenance	*	.12%	.10%	.08%	.10%	.09%	.10%
Laboratory supplies	1.39%	1.62%	1.21%	1.12%	1.39%	1.07%	1.30%
Other laboratory expenses	*	.10%	.08%	.04%	.06%	.21%	.11%
RADIOLOGY EXPENSES SUBTOTAL	1.95%	1.62%	1.95%	2.02%	1.52%	2.25%	1.88%
Fees for outside radiology services	*	.80%	1.46%	1.52%	.73%	.78%	1.01%
Equipment rental/depreciation	*	.71%	.51%	.46%	.47%	.65%	.59%
Equipment maintenance	*	.14%	.18%	.24%	.18%	.29%	.21%
Radiology supplies	1.12%	.75%	.73%	.83%	.74%	.76%	.77%
Other radiology expenses	*	.21%	.21%	.05%	.06%	.35%	.20%
PHYSICAL THERAPY EXPENSES SUBTOTAL	*	.52%	.46%	.75%	.40%	.19%	.40%
Equipment rental/depreciation	*	*	*	.12%	.07%	.06%	.07%
Equipment maintenance	*	*	*	*	.01%	.00%	.00%
Physical therapy supplies	*	.39%	.10%	.07%	.26%	.05%	.15%
Other physical therapy expenses	*	*	*	.40%	.30%	.21%	.29%
OPTICAL EXPENSES SUBTOTAL	*	.33%	1.10%	.88%	.52%	.66%	.75%
Equipment rental/depreciation	*	*	.17%	.11%	*	.04%	.09%
Equipment maintenance	*	*	*	.01%	*	.01%	.01%
Optical supplies	*	.33%	.71%	.72%	.55%	.56%	.60%
Other optical expenses	*	*	.05%	*	*	.12%	.10%

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 5F is continued on Page 17

Table 5E: Mean Expenses per FTE Physician by Size of Medical Group for Multispecialty Groups (continued from Page 14)

EXPENSE CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	$9,721	$7,188	$10,334	$10,950	$12,464	$13,334	$10,237
Drugs and medications	$8,323	$3,819	$5,018	$4,983	$6,512	$5,041	$5,134
General medical supplies/instruments	$6,929	$3,999	$5,157	$5,749	$6,061	$8,052	$5,837
Laundry and linens	$529	$519	$470	$455	$706	$628	$549
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	$21,193	$18,742	$20,937	$21,420	$22,508	$23,856	$21,098
Rental/depreciation/occupancy	$20,019	$15,978	$18,895	$18,027	$18,511	$18,793	$18,031
Utilities	$3,768	$2,408	$2,374	$3,080	$2,464	$2,579	$2,621
Housekeeping and maintenance supplies	$559	$857	$685	$984	$1,038	$987	$883
Contracted janitorial services	$2,152	$1,583	$1,518	$1,329	$1,478	$1,379	$1,497
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	$5,617	$4,541	$5,525	$6,825	$6,646	$7,026	$5,887
Rental and depreciation	$5,826	$4,272	$4,364	$5,672	$5,621	$5,224	$5,007
Other furniture and equipment expenses	$1,129	$1,296	$1,059	$1,763	$1,614	$1,599	$1,450
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	$4,332	$3,938	$4,204	$4,706	$3,904	$5,080	$4,337
TELEPHONE EXPENSES SUBTOTAL	$3,096	$3,087	$3,526	$3,695	$3,705	$3,672	$3,431
INSURANCE PREMIUMS SUBTOTAL	$10,584	$9,539	$11,267	$12,529	$11,504	$11,981	$11,052
Professional liability	$14,226	$8,930	$10,174	$11,556	$11,374	$11,802	$10,836
Other insurance	$1,164	$867	$1,121	$731	$533	$711	$833
OUTSIDE PROFESSIONAL FEES SUBTOTAL	$5,421	$3,339	$4,118	$3,105	$3,404	$4,224	$3,848
Medical (nonphysician) professionals	*	$740	$4,182	$2,098	$1,377	$1,695	$2,137
Legal and accounting	$1,336	$1,582	$1,472	$1,282	$1,392	$1,600	$1,479
Management consultants	*	$1,364	$1,231	$800	$416	$777	$947
Other nonphysician consultants	*	$971	$637	$934	$1,056	$1,123	$967
PROMOTION AND MARKETING EXPENSES SUBTOTAL	$2,121	$1,323	$1,796	$1,595	$2,030	$2,509	$1,835
GROUP INTEREST EXPENSES SUBTOTAL	$3,429	$2,686	$2,227	$2,087	$1,638	$3,677	$2,623
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	$7,434	$5,542	$5,949	$6,683	$8,640	$9,645	$7,100
TOTAL NONPHYSICIAN EXPENSES	$149,446	$141,684	$170,864	$178,755	$180,893	$206,887	$169,272

Table 5G: Mean Expenses and Earnings per FTE Physician by Size of Medical Group for Multispecialty Groups

EXPENSE OR EARNINGS CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	$12,506	$8,512	$10,028	$8,113	$7,607	$8,717	$8,910
Fees to consulting pathologists	*	$1,292	$2,082	*	*	$482	$1,253
Fees to consulting radiologists	*	$5,962	$4,285	$4,150	$5,614	$4,174	$4,905
Fees to other consulting physicians	*	$4,648	$8,666	$6,704	$4,162	$7,052	$6,401
NET INCOME BEFORE DISTRIBUTION TO GROUP	$125,017	$127,364	$148,123	$153,388	$146,962	$145,711	$140,300
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	$20,811	$18,446	$18,309	$19,852	$16,940	$18,771	$18,720
Payroll taxes	$11,199	$4,119	$3,285	$3,111	$3,446	$2,882	$3,778
Insurance-health/disability/life/etc.	$3,992	$3,352	$3,588	$3,406	$3,277	$3,051	$3,361
Retirement and/or profit sharing	$12,050	$12,287	$12,143	$11,134	$10,368	$11,319	$11,564
Dues, memberships, and license fees	$1,685	$1,175	$1,397	$1,402	$1,243	$1,144	$1,281
Meetings and travel	$1,676	$1,762	$2,094	$1,874	$1,696	$1,709	$1,813
Other physician benefits	*	$1,665	$2,140	$1,586	$1,752	$1,587	$1,739
NET INCOME AVAILABLE FOR DISTRIBUTION	$98,538	$112,732	$123,756	$134,227	$130,022	$127,152	$121,353
RETAINED EARNINGS	$9,234	$4,799	$5,569	$9,366	$9,027	$5,877	$6,600

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 5F: Mean Expenses as a Percent of Cash Collections by Size of Medical Group for Multispecialty Groups (continued from Page 15)

EXPENSE CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	3.47%	2.63%	3.23%	3.27%	3.71%	3.65%	3.22%
Drugs and medications	2.74%	1.32%	1.56%	1.42%	1.94%	1.43%	1.57%
General medical supplies/instruments	2.50%	1.49%	1.60%	1.73%	1.81%	2.24%	1.82%
Laundry and linens	.17%	.18%	.15%	.14%	.20%	.17%	.17%
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	7.53%	6.97%	6.51%	6.57%	6.79%	6.77%	6.81%
Rental/depreciation/occupancy	6.55%	5.84%	5.77%	5.45%	5.58%	5.49%	5.70%
Utilities	1.37%	.86%	.77%	.93%	.74%	.73%	.83%
Housekeeping and maintenance supplies	.21%	.30%	.22%	.28%	.31%	.28%	.27%
Contracted janitorial services	.84%	.61%	.49%	.40%	.44%	.40%	.49%
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	2.15%	1.66%	1.65%	2.00%	2.05%	1.99%	1.85%
Rental and depreciation	2.05%	1.54%	1.31%	1.69%	1.75%	1.52%	1.57%
Other furniture and equipment expenses	.42%	.51%	.35%	.47%	.48%	.47%	.46%
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	1.59%	1.49%	1.34%	1.45%	1.18%	1.43%	1.42%
TELEPHONE EXPENSES SUBTOTAL	1.12%	1.16%	1.10%	1.12%	1.12%	1.01%	1.11%
INSURANCE PREMIUMS SUBTOTAL	3.98%	3.47%	3.49%	3.78%	3.46%	3.35%	3.54%
Professional liability	5.30%	3.25%	3.11%	3.46%	3.43%	3.36%	3.42%
Other insurance	.37%	.31%	.38%	.21%	.17%	.20%	.27%
OUTSIDE PROFESSIONAL FEES SUBTOTAL	1.50%	1.20%	1.26%	.94%	1.00%	1.19%	1.19%
Medical (nonphysician) professionals	*	.24%	1.33%	.63%	.38%	.48%	.64%
Legal and accounting	.46%	.56%	.47%	.38%	.43%	.47%	.47%
Management consultants	*	.50%	.36%	.24%	.12%	.22%	.30%
Other nonphysician consultants	*	.35%	.21%	.30%	.34%	.33%	.31%
PROMOTION AND MARKETING EXPENSES SUBTOTAL	.66%	.49%	.55%	.47%	.60%	.69%	.57%
GROUP INTEREST EXPENSES SUBTOTAL	1.41%	.96%	.70%	.64%	.50%	.96%	.84%
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	2.49%	2.12%	1.90%	1.88%	2.48%	2.57%	2.20%
TOTAL NONPHYSICIAN EXPENSES	53.51%	52.62%	52.93%	53.35%	54.56%	57.68%	53.97%

Table 5H: Mean Expenses and Earnings as a Percent of Cash Collections by Size of Medical Group for Multispecialty Groups

EXPENSE OR EARNINGS CATEGORY	NUMBER OF FTE PHYSICIANS CATEGORY						ALL GROUPS
	6 OR FEWER	6.1 TO 15.0	15.1 TO 25.0	25.1 TO 35.0	35.1 TO 50.0	50.1 OR MORE	
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	5.00%	3.09%	3.35%	2.50%	2.28%	2.25%	2.86%
Fees to consulting pathologists	*	.46%	.66%	*	*	.12%	.40%
Fees to consulting radiologists	*	2.06%	1.38%	1.22%	1.64%	1.15%	1.54%
Fees to other consulting physicians	*	1.53%	2.74%	2.16%	1.23%	1.85%	1.92%
NET INCOME BEFORE DISTRIBUTION TO GROUP	45.24%	45.85%	44.99%	44.92%	43.73%	40.78%	44.36%
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	7.21%	6.62%	5.85%	5.92%	5.14%	5.41%	6.02%
Payroll taxes	4.21%	1.50%	1.06%	.96%	1.11%	.84%	1.26%
Insurance-health/disability/life/etc.	1.44%	1.22%	1.14%	.99%	1.02%	.86%	1.07%
Retirement and/or profit sharing	4.13%	4.30%	3.68%	3.31%	3.10%	3.20%	3.58%
Dues, memberships, and license fees	.56%	.42%	.45%	.42%	.39%	.33%	.41%
Meetings and travel	.55%	.63%	.62%	.56%	.49%	.48%	.56%
Other physician benefits	*	.60%	.64%	.44%	.53%	.45%	.53%
NET INCOME AVAILABLE FOR DISTRIBUTION	34.84%	39.34%	38.61%	39.02%	38.60%	35.50%	37.90%
RETAINED EARNINGS	2.52%	1.96%	1.71%	2.74%	2.67%	1.58%	2.04%

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 6A: Mean Number of FTE Employees per FTE Physician by Geographic Section for Multispecialty Groups

EMPLOYEE CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
ALL FTE EMPLOYEES PER FTE PHYSICIAN	3.95	4.22	4.32	4.15	4.18
Executive staff	.19	.14	.16	.15	.15
Business office	.52	.58	.69	.56	.59
Data processing	.17	.18	.17	.17	.17
Other administrative	.24	.17	.21	.20	.20
Registered nurses	.55	.54	.52	.51	.53
Licensed practical nurses, aides, etc.	.60	.69	.94	.75	.75
Medical receptionists	.55	.60	.50	.62	.57
Medical secretaries/transcribers	.31	.26	.25	.22	.25
Medical records	.27	.33	.34	.34	.32
Physician extenders	.26	.16	.11	.09	.15
Laboratory	.34	.37	.33	.34	.35
Radiology	.26	.22	.23	.22	.23
Physical therapy	.08	.10	.09	.12	.10
Optical	.12	.07	.07	.08	.08
Housekeeping, maintenance, and security	.17	.17	.18	.15	.17
Certified registered nurse anesthetists	*	.13	.14	*	.14
Other support	.35	.29	.35	.30	.31

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Graph 6A: Mean Number of FTE Employees per FTE Physician by Geographic Section for Multispecialty Groups

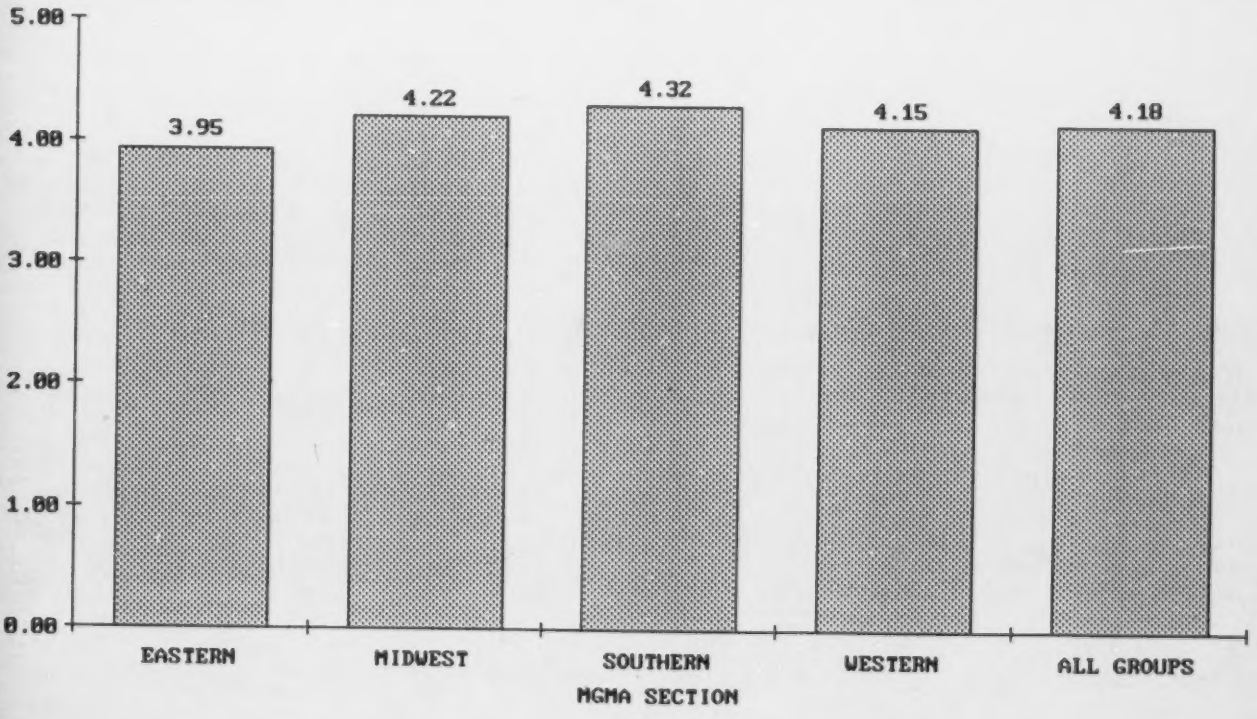


Table 6B: Mean Revenue per FTE Physician by Geographic Section for Multispecialty Groups

REVENUE CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
NUMBER OF RESPONDING MEDICAL GROUPS	51	123	74	83	331
GROSS FEE-FOR-SERVICE CHARGES	$317,329	$311,715	$366,616	$280,155	$317,377
Adjustments	$42,743	$25,874	$35,228	$32,635	$32,216
ADJUSTED FEE-FOR-SERVICE CHARGES	$284,206	$291,157	$333,964	$253,481	$290,306
Bad debts and write-offs	$14,826	$12,714	$19,753	$12,717	$14,744
PATIENT CHARGES - PREPAID	$69,585	$82,012	$94,344	$130,491	$97,089
TOTAL PATIENT CHARGES	$344,172	$356,002	$399,632	$348,065	$362,350
FEE-FOR-SERVICE CASH COLLECTIONS	$249,878	$273,883	$311,020	$236,156	$269,011
Capitation revenue	$109,064	$83,361	$73,679	$125,764	$97,880
Other prepaid revenue	$100,169	$17,275	$10,764	$29,033	$34,990
All prepaid pro./med. purchased serv.	$133,135	$53,270	$23,338	$48,729	$58,228
TOTAL NET PREPAID REVENUE	$84,872	$63,008	$69,085	$96,708	$76,947
OTHER REVENUE	$12,917	$6,841	$5,707	$5,112	$7,021
TOTAL CASH COLLECTIONS	$299,515	$317,055	$338,294	$299,772	$314,767

Table 6C: Mean Accounts Receivable Aging by Geographic Section for Multispecialty Groups

ACCOUNTS RECEIVABLE CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
TOTAL ACCOUNTS RECEIVABLE - $ PER FTE PHY.	$87,353	$87,145	$114,367	$81,329	$91,964
Accounts receivable - 0 to 30 days	$26,633	$24,722	$27,094	$24,606	$25,515
Accounts receivable - 31 to 60 days	$17,244	$16,150	$18,177	$14,630	$16,380
Accounts receivable - 61 to 90 days	$10,471	$10,812	$11,618	$8,894	$10,449
Accounts receivable - 91 TO 120 days	$8,412	$7,312	$10,472	$6,917	$8,093
Accounts receivable - over 120 days	$31,513	$28,416	$49,594	$25,837	$33,085
PER CENT OF TOTAL ACCOUNTS RECEIVABLE	100.00%	100.00%	100.00%	100.00%	100.00%
Accounts receivable - 0 to 30 days	29.97%	30.07%	24.82%	31.75%	29.29%
Accounts receivable - 31 to 60 days	19.06%	18.74%	16.87%	18.17%	18.21%
Accounts receivable - 61 to 90 days	11.48%	12.17%	10.50%	10.83%	11.34%
Accounts receivable - 91 to 120 days	8.26%	8.57%	8.91%	8.03%	8.46%
Accounts receivable - over 120 days	31.45%	30.72%	38.98%	31.59%	32.95%

Table 6D: Mean Management Ratios by Geographic Section for Multispecialty Groups

RATIOS AND PERCENTAGES	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
ACCOUNTS RECEIVABLE RATIO	3.82	3.64	4.18	4.05	3.90
GROSS COLLECTION PERCENTAGE	80.90%	87.25%	84.33%	85.02%	85.06%
ADJUSTED COLLECTION PERCENTAGE	93.61%	94.39%	91.85%	95.48%	93.97%
ALL FTE EMPLOYEES PER FTE PHYSICIAN	3.95	4.22	4.32	4.15	4.18

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 6E: Mean Expenses per FTE Physician by Geographic Section for Multispecialty Groups

EXPENSE CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
NONPHYSICIAN SALARIES SUBTOTAL	$63,447	$66,625	$66,383	$70,948	$67,171
Group practice executive staff	$6,477	$5,475	$5,535	$6,187	$5,800
Business office personnel	$8,166	$7,833	$9,813	$10,368	$8,969
Data processing personnel	$2,701	$2,568	$2,172	$2,573	$2,495
Other administrative personnel	$4,714	$3,031	$2,839	$3,147	$3,244
Registered nurses	$9,444	$10,975	$9,585	$10,795	$10,435
Licensed practical nurses, aides, etc.	$10,071	$9,730	$12,553	$10,229	$10,522
Medical receptionists	$6,511	$7,807	$6,308	$8,018	$7,376
Medical secretaries/transcribers	$4,493	$4,012	$3,858	$3,914	$4,026
Medical records personnel	$2,864	$4,044	$3,670	$4,318	$3,879
Physician extenders	$4,623	$4,620	$2,491	$2,938	$3,832
Laboratory personnel	$5,554	$6,058	$5,981	$6,929	$6,201
Radiology personnel	$3,575	$3,827	$4,503	$4,504	$4,135
Physical therapy personnel	$1,611	$2,993	$1,887	$3,255	$2,722
Optical personnel	$1,305	$1,238	$1,345	$1,546	$1,316
Housekeeping/maintenance/security pers.	$2,119	$2,143	$2,334	$1,991	$2,139
Certified registered nurse anesthetists	*	$6,859	$7,232	*	$7,022
Other support personnel	$3,614	$4,722	$5,517	$4,216	$4,649
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	$13,500	$15,057	$14,583	$15,057	$14,716
Taxes - FICA, payroll, etc.	$4,921	$6,274	$6,154	$7,029	$6,255
Insurance-health/disability/life/etc.	$4,101	$4,477	$3,819	$4,294	$4,234
Retirement and/or profit sharing	$4,031	$5,210	$5,023	$4,260	$4,767
Other employee benefits	$1,479	$1,080	$1,088	$1,101	$1,134
DATA PROCESSING EXPENSES SUBTOTAL	$4,293	$4,110	$4,096	$4,392	$4,206
Service bureau fees	$2,746	$2,950	$3,135	$2,677	$2,868
Equipment rental/depreciation	$2,016	$1,985	$2,206	$2,230	$2,096
Equipment maintenance	$955	$892	$897	$880	$897
Data processing supplies	$578	$754	$582	$617	$655
Other data processing expenses	$723	$480	$985	$1,317	$818
LABORATORY EXPENSES SUBTOTAL	$9,188	$9,945	$9,939	$8,557	$9,471
Fees for outside laboratory services	$5,748	$4,785	$3,663	$4,400	$4,550
Equipment rental/depreciation	$1,346	$1,008	$1,239	$979	$1,089
Equipment maintenance	$361	$288	$405	$328	$332
Laboratory supplies	$3,755	$4,320	$4,515	$3,636	$4,107
Other laboratory expenses	$621	$721	$181	$287	$486
RADIOLOGY EXPENSES SUBTOTAL	$5,595	$5,625	$7,789	$6,258	$6,282
Fees for outside radiology services	$4,219	$3,393	$2,916	$3,235	$3,397
Equipment rental/depreciation	$1,463	$1,766	$2,898	$1,858	$2,009
Equipment maintenance	$636	$594	$1,111	$732	$743
Radiology supplies	$1,971	$2,490	$3,119	$2,364	$2,531
Other radiology expenses	$260	$1,134	$1,025	$457	$842
PHYSICAL THERAPY EXPENSES SUBTOTAL	$728	$1,055	$1,745	$1,645	$1,374
Equipment rental/depreciation	*	$332	$160	$258	$268
Equipment maintenance	*	$28	$101	$95	$67
Physical therapy supplies	$132	$476	$181	$729	$480
Other physical therapy expenses	*	$624	$613	$1,950	$1,033
OPTICAL EXPENSES SUBTOTAL	$3,876	$2,263	$2,518	$2,752	$2,597
Equipment rental/depreciation	*	$280	*	$294	$285
Equipment maintenance	*	$21	*	$50	$29
Optical supplies	$1,796	$1,973	$1,543	$2,355	$1,979
Other optical expenses	*	$462	*	$216	$395

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 6E is continued on Page 22

Table 6F: Mean Expenses as a Percent of Cash Collections by Geographic Section for Multispecialty Groups

EXPENSE CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
NONPHYSICIAN SALARIES SUBTOTAL	21.36%	21.13%	19.76%	23.70%	21.51%
Group practice executive staff	2.31%	1.79%	1.63%	2.12%	1.91%
Business office personnel	2.92%	2.50%	2.95%	3.40%	2.89%
Data processing personnel	.92%	.83%	.64%	.83%	.80%
Other administrative personnel	1.48%	.92%	.79%	1.13%	1.03%
Registered nurses	3.29%	3.21%	2.62%	3.74%	3.24%
Licensed practical nurses, aides, etc.	3.53%	3.11%	3.80%	3.31%	3.37%
Medical receptionists	2.40%	2.34%	1.86%	2.65%	2.33%
Medical secretaries/transcribers	1.46%	1.21%	1.07%	1.29%	1.24%
Medical records personnel	1.00%	1.28%	1.09%	1.37%	1.22%
Physician extenders	1.59%	1.51%	.79%	.96%	1.26%
Laboratory personnel	1.94%	1.84%	1.74%	2.30%	1.95%
Radiology personnel	1.24%	1.16%	1.28%	1.45%	1.28%
Physical therapy personnel	.55%	.83%	.51%	.96%	.78%
Optical personnel	.49%	.35%	.43%	.48%	.40%
Housekeeping/maintenance/security pers.	.72%	.64%	.64%	.64%	.65%
Certified registered nurse anesthetists	*	1.70%	2.06%	*	1.86%
Other support personnel	.99%	1.34%	1.54%	1.19%	1.31%
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	4.54%	4.72%	4.36%	5.03%	4.69%
Taxes - FICA, payroll, etc.	1.68%	1.89%	1.85%	2.38%	1.98%
Insurance-health/disability/life/etc.	1.41%	1.34%	1.13%	1.39%	1.31%
Retirement and/or profit sharing	1.37%	1.60%	1.45%	1.41%	1.48%
Other employee benefits	.52%	.33%	.33%	.37%	.36%
DATA PROCESSING EXPENSES SUBTOTAL	1.37%	1.32%	1.28%	1.45%	1.35%
Service bureau fees	.86%	.94%	.93%	.87%	.91%
Equipment rental/depreciation	.74%	.61%	.69%	.78%	.68%
Equipment maintenance	.34%	.29%	.28%	.30%	.29%
Data processing supplies	.20%	.23%	.18%	.19%	.21%
Other data processing expenses	.23%	.14%	.29%	.36%	.24%
LABORATORY EXPENSES SUBTOTAL	3.16%	3.17%	3.01%	2.84%	3.04%
Fees for outside laboratory services	2.21%	1.53%	1.08%	1.39%	1.48%
Equipment rental/depreciation	.46%	.29%	.35%	.34%	.34%
Equipment maintenance	.13%	.09%	.11%	.11%	.10%
Laboratory supplies	1.30%	1.33%	1.29%	1.25%	1.30%
Other laboratory expenses	.21%	.16%	.06%	.09%	.13%
RADIOLOGY EXPENSES SUBTOTAL	1.90%	1.64%	2.23%	1.90%	1.88%
Fees for outside radiology services	1.49%	.95%	.91%	.95%	1.03%
Equipment rental/depreciation	.46%	.50%	.78%	.61%	.58%
Equipment maintenance	.22%	.16%	.29%	.23%	.22%
Radiology supplies	.67%	.74%	.89%	.76%	.77%
Other radiology expenses	.08%	.25%	.27%	.12%	.20%
PHYSICAL THERAPY EXPENSES SUBTOTAL	.26%	.28%	.47%	.49%	.39%
Equipment rental/depreciation	*	.08%	.04%	.10%	.08%
Equipment maintenance	*	.01%	.02%	.04%	.02%
Physical therapy supplies	.05%	.13%	.05%	.25%	.15%
Other physical therapy expenses	*	.14%	.17%	.54%	.27%
OPTICAL EXPENSES SUBTOTAL	1.09%	.64%	.73%	.84%	.75%
Equipment rental/depreciation	*	.07%	*	.09%	.08%
Equipment maintenance	*	.01%	*	.02%	.01%
Optical supplies	.67%	.55%	.50%	.77%	.60%
Other optical expenses	*	.10%	*	.05%	.09%

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 6F is continued on Page 23

Table 6E: Mean Expenses per FTE Physician by Geographic Section for Multispecialty Groups (continued from Page 20)

EXPENSE CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	$9,287	$11,161	$10,756	$8,989	$10,237
Drugs and medications	$5,184	$5,469	$5,982	$3,976	$5,134
General medical supplies/instruments	$4,974	$6,186	$6,148	$5,500	$5,837
Laundry and linens	$392	$618	$519	$548	$549
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	$17,896	$21,429	$21,389	$22,249	$21,098
Rental/depreciation/occupancy	$14,720	$18,242	$18,057	$19,350	$18,031
Utilities	$2,190	$2,792	$2,608	$2,595	$2,621
Housekeeping and maintenance supplies	$776	$934	$862	$880	$883
Contracted janitorial services	$1,434	$1,527	$1,489	$1,487	$1,497
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	$6,376	$5,678	$7,135	$4,775	$5,887
Rental and depreciation	$4,955	$4,721	$6,636	$3,995	$5,007
Other furniture and equipment expenses	$1,588	$1,324	$1,298	$1,683	$1,450
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	$3,910	$4,277	$4,682	$4,379	$4,337
TELEPHONE EXPENSES SUBTOTAL	$3,209	$3,329	$3,433	$3,712	$3,431
INSURANCE PREMIUMS SUBTOTAL	$12,254	$11,489	$10,144	$10,508	$11,052
Professional liability	$12,340	$11,309	$9,771	$10,206	$10,836
Other insurance	$811	$753	$738	$1,049	$833
OUTSIDE PROFESSIONAL FEES SUBTOTAL	$3,760	$3,923	$3,278	$4,298	$3,848
Medical (nonphysician) professionals	$722	$2,491	$1,276	$3,849	$2,409
Legal and accounting	$1,927	$1,664	$1,023	$1,348	$1,479
Management consultants	$1,352	$1,174	$819	$853	$1,055
Other nonphysician consultants	$994	$902	$1,291	$1,041	$1,008
PROMOTION AND MARKETING EXPENSES SUBTOTAL	$1,929	$1,761	$1,830	$1,866	$1,835
GROUP INTEREST EXPENSES SUBTOTAL	$2,694	$3,052	$2,124	$2,410	$2,623
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	$10,421	$5,619	$5,676	$8,875	$7,100
TOTAL NONPHYSICIAN EXPENSES	$158,180	$170,377	$168,835	$174,837	$169,272

Table 6G: Mean Expenses and Earnings per FTE Physician by Geographic Section for Multispecialty Groups

EXPENSE OR EARNINGS CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	$9,177	$9,905	$7,209	$8,498	$8,910
Fees to consulting pathologists	*	$1,455	*	$1,610	$1,509
Fees to consulting radiologists	$4,184	$4,967	$5,677	$4,851	$4,996
Fees to other consulting physicians	$6,515	$7,691	$1,990	$6,330	$6,374
NET INCOME BEFORE DISTRIBUTION TO GROUP	$137,197	$140,074	$165,562	$120,020	$140,300
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	$22,003	$19,194	$20,308	$14,566	$18,720
Payroll taxes	$3,092	$3,734	$4,638	$3,491	$3,778
Insurance-health/disability/life/etc.	$3,239	$3,518	$3,184	$3,334	$3,361
Retirement and/or profit sharing	$12,115	$12,382	$12,519	$8,776	$11,564
Dues, memberships, and license fees	$1,459	$1,246	$1,161	$1,338	$1,281
Meetings and travel	$2,382	$1,814	$1,915	$1,391	$1,813
Other physician benefits	$2,790	$1,686	$1,951	$1,554	$1,856
NET INCOME AVAILABLE FOR DISTRIBUTION	$117,999	$119,422	$144,139	$105,048	$121,353
RETAINED EARNINGS	$6,741	$6,856	$5,711	$6,871	$6,600

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 6F: Mean Expenses as a Percent of Cash Collections by Geographic Section for Multispecialty Groups (continued from Page 21)

EXPENSE CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	2.97%	3.48%	3.12%	3.07%	3.22%
Drugs and medications	1.75%	1.63%	1.65%	1.36%	1.57%
General medical supplies/instruments	1.77%	1.86%	1.78%	1.82%	1.82%
Laundry and linens	.13%	.18%	.15%	.19%	.17%
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	6.22%	6.80%	6.35%	7.61%	6.81%
Rental/depreciation/occupancy	5.14%	5.62%	5.27%	6.46%	5.70%
Utilities	.76%	.88%	.76%	.87%	.83%
Housekeeping and maintenance supplies	.25%	.29%	.25%	.29%	.27%
Contracted janitorial services	.53%	.50%	.47%	.50%	.49%
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	1.96%	1.87%	2.05%	1.59%	1.85%
Rental and depreciation	1.63%	1.48%	1.92%	1.35%	1.57%
Other furniture and equipment expenses	.59%	.42%	.36%	.52%	.46%
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	1.33%	1.38%	1.37%	1.58%	1.42%
TELEPHONE EXPENSES SUBTOTAL	1.12%	1.05%	1.03%	1.25%	1.11%
INSURANCE PREMIUMS SUBTOTAL	3.95%	3.64%	3.02%	3.62%	3.54%
Professional liability	4.11%	3.48%	2.82%	3.45%	3.42%
Other insurance	.29%	.24%	.22%	.35%	.27%
OUTSIDE PROFESSIONAL FEES SUBTOTAL	1.20%	1.15%	1.00%	1.40%	1.19%
Medical (nonphysician) professionals	.22%	.58%	.33%	1.26%	.68%
Legal and accounting	.66%	.52%	.29%	.45%	.47%
Management consultants	.48%	.31%	.26%	.28%	.32%
Other nonphysician consultants	.34%	.27%	.35%	.37%	.31%
PROMOTION AND MARKETING EXPENSES SUBTOTAL	.57%	.55%	.53%	.62%	.57%
GROUP INTEREST EXPENSES SUBTOTAL	.83%	.99%	.68%	.76%	.84%
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	3.17%	1.77%	1.69%	2.79%	2.20%
TOTAL NONPHYSICIAN EXPENSES	52.73%	53.94%	50.14%	58.20%	53.97%

Table 6H: Mean Expenses and Earnings as a Percent of Cash Collections by Geographic Section for Multispecialty Groups

EXPENSE OR EARNINGS CATEGORY	MGMA SECTION				ALL GROUPS
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION	
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	2.97%	3.10%	2.22%	2.95%	2.86%
Fees to consulting pathologists	*	.45%	*	.52%	.48%
Fees to consulting radiologists	1.60%	1.52%	1.57%	1.67%	1.58%
Fees to other consulting physicians	2.36%	2.15%	.66%	1.95%	1.90%
NET INCOME BEFORE DISTRIBUTION TO GROUP	45.93%	43.99%	48.66%	40.09%	44.36%
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	7.31%	6.12%	6.20%	4.93%	6.02%
Payroll taxes	1.13%	1.19%	1.49%	1.25%	1.26%
Insurance-health/disability/life/etc.	1.13%	1.11%	.95%	1.09%	1.07%
Retirement and/or profit sharing	4.01%	3.81%	3.59%	2.87%	3.58%
Dues, memberships, and license fees	.51%	.38%	.33%	.45%	.41%
Meetings and travel	.81%	.54%	.54%	.48%	.56%
Other physician benefits	.96%	.50%	.57%	.48%	.57%
NET INCOME AVAILABLE FOR DISTRIBUTION	38.51%	37.39%	42.01%	34.49%	37.90%
RETAINED EARNINGS	2.05%	2.02%	1.88%	2.24%	2.04%

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Medical Group Management Association
1988 Cost Survey Based on 1987 Data

Table 7A: Mean Number of FTE Employees per FTE Physician by Percent Prepaid Income for Multispecialty Groups

EMPLOYEE CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
ALL FTE EMPLOYEES PER FTE PHYSICIAN	3.95	3.94	4.38	4.61	5.32	4.18
Executive staff	.15	.14	.14	.15	.25	.15
Business office	.62	.56	.55	.57	.67	.59
Data processing	.18	.17	.17	.18	.17	.17
Other administrative	.20	.14	.22	.24	.26	.20
Registered nurses	.54	.45	.64	.58	.41	.53
Licensed practical nurses, aides, etc.	.73	.69	.78	.74	1.08	.75
Medical receptionists	.51	.53	.58	.72	.88	.57
Medical secretaries/transcribers	.27	.24	.29	.19	.20	.25
Medical records	.31	.30	.32	.34	.46	.32
Physician extenders	.16	.11	.14	.11	.29	.15
Laboratory	.34	.36	.37	.34	.34	.35
Radiology	.19	.23	.29	.25	.25	.23
Physical therapy	.10	.11	.09	.10	.09	.10
Optical	.09	.07	.07	.06	.12	.08
Housekeeping, maintenance, and security	.17	.15	.18	.17	.20	.17
Certified registered nurse anesthetists	.14	.11	*	*	*	.13
Other support	.26	.33	.25	.50	.29	.31

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Graph 7A: Mean Number of FTE Employees per FTE Physician by Percent Prepaid Income for Multispecialty Groups

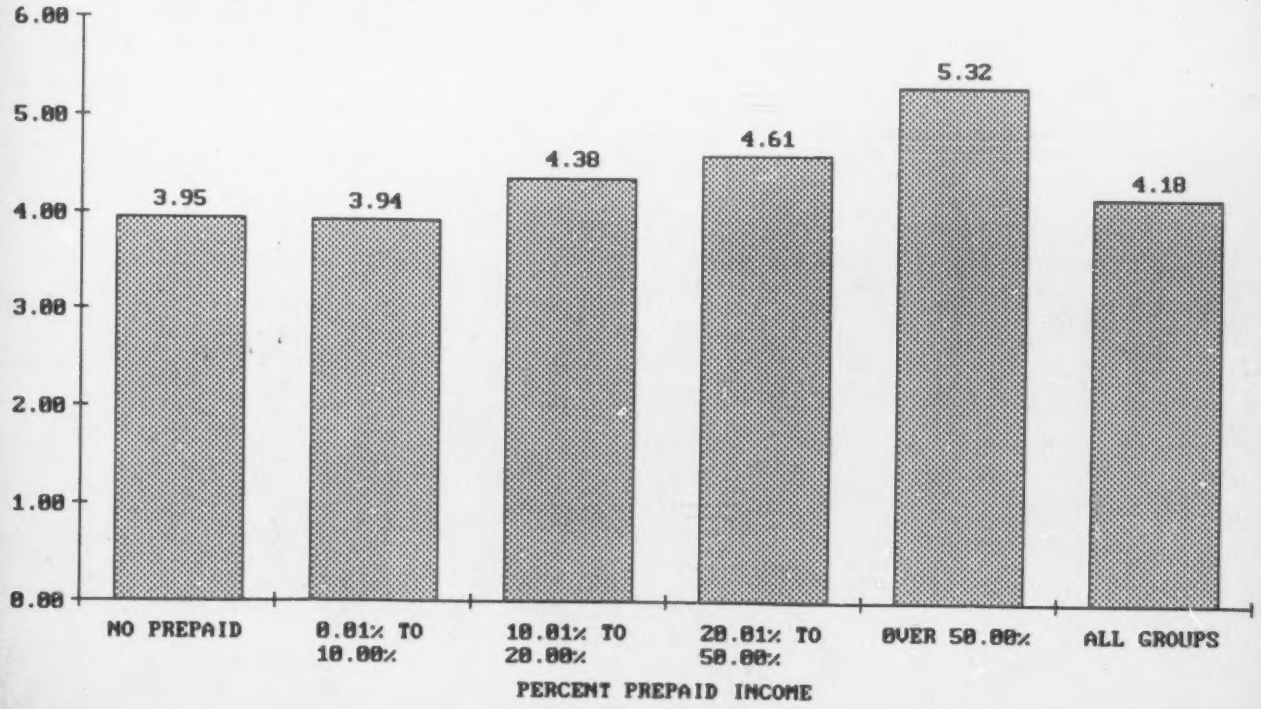


Table 7B: Mean Revenue per FTE Physician by Percent Prepaid Income for Multispecialty Groups

REVENUE CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
NUMBER OF RESPONDING MEDICAL GROUPS	160	70	38	35	28	331
GROSS FEE-FOR-SERVICE CHARGES	$355,191	$327,639	$311,555	$265,894	$125,490	$317,377
Adjustments	$31,402	$39,496	$30,812	$27,675	$20,757	$32,216
ADJUSTED FEE-FOR-SERVICE CHARGES	$327,793	$288,652	$289,403	$240,626	$119,141	$290,306
Bad debts and write-offs	$17,146	$12,365	$10,139	$16,897	$8,772	$14,744
PATIENT CHARGES - PREPAID	*	$19,673	$65,514	$146,167	$267,480	$96,773
TOTAL PATIENT CHARGES	$357,960	$342,321	$368,487	$403,169	$381,121	$362,350
FEE-FOR-SERVICE CASH COLLECTIONS	$309,256	$275,904	$266,150	$222,617	$92,307	$269,011
Capitation revenue	*	$15,791	$57,844	$129,104	$329,134	$97,880
Other prepaid revenue	*	$3,558	$16,753	$17,767	$93,134	$34,990
All prepaid pro./med. purchased serv.	*	$8,219	$22,825	$43,729	$154,324	$58,228
TOTAL NET PREPAID REVENUE	*	$13,139	$48,518	$110,060	$233,659	$76,947
OTHER REVENUE	$6,486	$8,394	$5,649	$5,912	$9,321	$7,021
TOTAL CASH COLLECTIONS	$313,043	$295,758	$318,979	$341,277	$333,289	$314,767

Table 7C: Mean Accounts Receivable Aging by Percent Prepaid Income for Multispecialty Groups

ACCOUNTS RECEIVABLE CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
TOTAL ACCOUNTS RECEIVABLE - $ PER FTE PHY.	$104,418	$89,161	$93,971	$77,024	$44,522	$91,964
Accounts receivable - 0 to 30 days	$29,240	$25,556	$22,385	$21,141	$10,883	$25,515
Accounts receivable - 31 to 60 days	$18,284	$16,266	$15,167	$14,578	$7,970	$16,380
Accounts receivable - 61 to 90 days	$11,803	$10,381	$9,690	$8,868	$4,726	$10,449
Accounts receivable - 91 TO 120 days	$9,096	$7,856	$8,633	$6,692	$2,964	$3,093
Accounts receivable - over 120 days	$37,412	$30,837	$37,187	$25,435	$14,697	$33,085
PER CENT OF TOTAL ACCOUNTS RECEIVABLE	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Accounts receivable - 0 to 30 days	29.53%	30.30%	28.15%	28.79%	27.12%	29.29%
Accounts receivable - 31 to 60 days	17.88%	18.15%	17.46%	19.64%	19.83%	18.21%
Accounts receivable - 61 to 90 days	11.34%	11.42%	10.77%	11.73%	11.44%	11.34%
Accounts receivable - 91 to 120 days	8.53%	8.18%	9.56%	8.45%	7.12%	8.46%
Accounts receivable - over 120 days	32.98%	31.96%	35.35%	31.36%	34.50%	32.95%

Table 7D: Mean Management Ratios by Percent Prepaid Income for Multispecialty Groups

RATIOS AND PERCENTAGES	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
ACCOUNTS RECEIVABLE RATIO	3.81	3.65	3.79	4.08	5.29	3.90
GROSS COLLECTION PERCENTAGE	86.15%	84.64%	86.05%	85.78%	76.74%	85.06%
ADJUSTED COLLECTION PERCENTAGE	94.29%	95.15%	94.05%	94.41%	87.19%	93.97%
ALL FTE EMPLOYEES PER FTE PHYSICIAN	3.95	3.94	4.38	4.61	5.32	4.18

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 7E: Mean Expenses per FTE Physician by Percent Prepaid Income for Multispecialty Groups

EXPENSE CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
NONPHYSICIAN SALARIES SUBTOTAL	$61,426	$64,095	$69,289	$79,859	$88,914	$67,171
Group practice executive staff	$5,548	$5,505	$5,980	$6,346	$7,247	$5,800
Business office personnel	$8,610	$9,230	$9,066	$7,373	$12,698	$8,969
Data processing personnel	$2,285	$2,557	$2,667	$3,042	$2,435	$2,495
Other administrative personnel	$2,961	$3,003	$3,115	$4,063	$4,347	$3,244
Registered nurses	$10,060	$8,681	$15,022	$12,092	$8,527	$10,435
Licensed practical nurses, aides, etc.	$10,006	$10,225	$11,465	$10,129	$13,723	$10,522
Medical receptionists	$6,355	$6,914	$7,467	$9,241	$12,642	$7,376
Medical secretaries/transcribers	$4,193	$3,339	$5,217	$3,532	$4,023	$4,026
Medical records personnel	$3,684	$3,303	$4,068	$4,301	$6,099	$3,879
Physician extenders	$4,274	$3,042	$3,155	$3,491	$6,363	$3,832
Laboratory personnel	$5,732	$6,532	$6,628	$7,345	$5,612	$6,201
Radiology personnel	$3,632	$4,162	$4,427	$5,599	$4,258	$4,135
Physical therapy personnel	$2,486	$2,868	$2,904	$2,715	$2,791	$2,722
Optical personnel	$1,275	$1,368	$915	$1,257	$1,917	$1,316
Housekeeping/maintenance/security pers.	$2,044	$1,904	$2,355	$2,946	$2,031	$2,139
Certified registered nurse anesthetists	$7,238	$5,419	*	*	*	$6,511
Other support personnel	$4,181	$3,278	$4,176	$9,905	$4,594	$4,649
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	$14,068	$13,952	$14,575	$16,473	$18,327	$14,716
Taxes - FICA, payroll, etc.	$5,687	$6,257	$6,930	$7,350	$7,137	$6,255
Insurance-health/disability/life/etc.	$3,913	$3,688	$4,805	$5,336	$5,532	$4,234
Retirement and/or profit sharing	$5,120	$4,444	$4,332	$4,678	$4,435	$4,767
Other employee benefits	$1,097	$1,023	$1,018	$1,231	$1,708	$1,134
DATA PROCESSING EXPENSES SUBTOTAL	$3,853	$3,976	$3,947	$5,199	$5,904	$4,206
Service bureau fees	$3,125	$2,490	$2,192	$3,244	$3,051	$2,868
Equipment rental/depreciation	$1,952	$1,828	$2,299	$2,471	$2,929	$2,096
Equipment maintenance	$927	$805	$848	$1,119	$808	$897
Data processing supplies	$595	$542	$884	$934	$571	$655
Other data processing expenses	$828	$868	$708	$1,168	$263	$818
LABORATORY EXPENSES SUBTOTAL	$9,337	$9,194	$10,143	$8,115	$11,600	$9,471
Fees for outside laboratory services	$4,429	$3,683	$5,554	$4,064	$6,802	$4,550
Equipment rental/depreciation	$949	$1,460	$704	$849	$1,710	$1,089
Equipment maintenance	$359	$341	$293	$321	$204	$332
Laboratory supplies	$4,317	$4,214	$4,467	$3,448	$2,762	$4,107
Other laboratory expenses	$435	$442	$358	$980	*	$518
RADIOLOGY EXPENSES SUBTOTAL	$5,415	$6,659	$5,512	$8,394	$8,027	$6,282
Fees for outside radiology services	$3,269	$2,832	$3,133	$4,827	$3,887	$3,397
Equipment rental/depreciation	$1,577	$2,413	$1,442	$2,835	$2,831	$2,009
Equipment maintenance	$586	$933	$602	$1,115	$678	$743
Radiology supplies	$2,348	$2,475	$2,532	$3,859	$1,935	$2,531
Other radiology expenses	$1,015	$638	$134	$1,617	*	$901
PHYSICAL THERAPY EXPENSES SUBTOTAL	$1,495	$717	$2,268	$1,652	$875	$1,374
Equipment rental/depreciation	$158	$312	*	$377	*	$283
Equipment maintenance	$97	$38	$16	$36	*	$53
Physical therapy supplies	$754	$561	$342	$185	$252	$480
Other physical therapy expenses	$878	$361	$2,257	*	*	$1,140
OPTICAL EXPENSES SUBTOTAL	$2,987	$1,853	$3,213	$2,116	$2,506	$2,597
Equipment rental/depreciation	$315	*	*	$211	*	$271
Equipment maintenance	$45	*	*	$47	*	$46
Optical supplies	$2,229	$1,751	$2,138	$1,791	$1,573	$1,979
Other optical expenses	$433	*	*	$455	*	$441

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 7E is continued on Page 28

Table 7F: Mean Expenses as a Percent of Cash Collections by Percent Prepaid Income for Multispecialty Groups

EXPENSE CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
NONPHYSICIAN SALARIES SUBTOTAL	19.84%	21.99%	21.56%	23.43%	27.28%	21.51%
Group practice executive staff	1.82%	1.96%	1.93%	1.83%	2.39%	1.91%
Business office personnel	2.77%	3.18%	2.73%	2.17%	4.04%	2.89%
Data processing personnel	.74%	.89%	.81%	.83%	.76%	.80%
Other administrative personnel	.93%	1.01%	.94%	1.14%	1.53%	1.03%
Registered nurses	3.18%	2.94%	4.39%	3.21%	2.79%	3.24%
Licensed practical nurses, aides, etc.	3.22%	3.47%	3.44%	2.94%	4.36%	3.37%
Medical receptionists	2.02%	2.35%	2.14%	2.63%	4.15%	2.33%
Medical secretaries/transcribers	1.30%	1.12%	1.51%	1.01%	1.16%	1.24%
Medical records personnel	1.19%	1.10%	1.23%	1.20%	1.90%	1.22%
Physician extenders	1.46%	1.02%	.95%	.98%	2.23%	1.26%
Laboratory personnel	1.85%	2.12%	1.94%	2.05%	1.83%	1.95%
Radiology personnel	1.13%	1.37%	1.32%	1.54%	1.38%	1.28%
Physical therapy personnel	.67%	.88%	.77%	.72%	.96%	.78%
Optical personnel	.37%	.41%	.26%	.37%	.68%	.40%
Housekeeping/maintenance/security pers.	.62%	.63%	.69%	.78%	.64%	.65%
Certified registered nurse anesthetists	2.04%	1.45%	*	*	*	1.80%
Other support personnel	1.18%	.99%	1.20%	2.48%	1.49%	1.31%
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	4.55%	4.79%	4.48%	4.68%	5.53%	4.69%
Taxes - FICA, payroll, etc.	1.82%	2.14%	2.03%	2.06%	2.27%	1.98%
Insurance-health/disability/life/etc.	1.24%	1.23%	1.42%	1.43%	1.74%	1.31%
Retirement and/or profit sharing	1.61%	1.46%	1.28%	1.28%	1.40%	1.48%
Other employee benefits	.36%	.34%	.30%	.35%	.57%	.36%
DATA PROCESSING EXPENSES SUBTOTAL	1.24%	1.38%	1.28%	1.55%	1.75%	1.35%
Service bureau fees	.98%	.84%	.73%	.94%	.94%	.91%
Equipment rental/depreciation	.63%	.65%	.72%	.73%	.99%	.68%
Equipment maintenance	.31%	.28%	.26%	.33%	.26%	.29%
Data processing supplies	.20%	.20%	.23%	.26%	.19%	.21%
Other data processing expenses	.25%	.24%	.20%	.35%	.08%	.24%
LABORATORY EXPENSES SUBTOTAL	3.09%	3.04%	3.15%	2.47%	3.37%	3.04%
Fees for outside laboratory services	1.50%	1.25%	1.64%	1.19%	2.10%	1.48%
Equipment rental/depreciation	.31%	.46%	.22%	.24%	.45%	.34%
Equipment maintenance	.12%	.11%	.09%	.08%	.07%	.10%
Laboratory supplies	1.38%	1.39%	1.29%	1.00%	.92%	1.30%
Other laboratory expenses	.12%	.15%	.11%	.20%	*	.14%
RADIOLOGY EXPENSES SUBTOTAL	1.66%	2.09%	1.67%	2.35%	2.12%	1.88%
Fees for outside radiology services	.99%	.92%	.91%	1.44%	1.16%	1.03%
Equipment rental/depreciation	.47%	.72%	.43%	.75%	.77%	.58%
Equipment maintenance	.17%	.28%	.17%	.30%	.20%	.22%
Radiology supplies	.71%	.82%	.76%	1.06%	.61%	.77%
Other radiology expenses	.25%	.17%	.04%	.31%	*	.22%
PHYSICAL THERAPY EXPENSES SUBTOTAL	.42%	.24%	.62%	.49%	.23%	.39%
Equipment rental/depreciation	.04%	.10%	*	.08%	*	.08%
Equipment maintenance	.02%	.01%	.01%	.01%	*	.01%
Physical therapy supplies	.23%	.19%	.09%	.05%	.09%	.15%
Other physical therapy expenses	.23%	.12%	.61%	*	*	.31%
OPTICAL EXPENSES SUBTOTAL	.83%	.58%	.98%	.59%	.70%	.75%
Equipment rental/depreciation	.09%	*	*	.05%	*	.08%
Equipment maintenance	.01%	*	*	.02%	*	.01%
Optical supplies	.67%	.55%	.64%	.52%	.54%	.60%
Other optical expenses	.09%	*	*	.10%	*	.10%

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 7F is continued on Page 29

Table 7E: Mean Expenses per FTE Physician by Percent Prepaid Income for Multispecialty Groups (continued from Page 26)

EXPENSE CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	$9,449	$10,307	$11,082	$12,307	$10,724	$10,237
Drugs and medications	$4,826	$5,307	$5,919	$4,571	$6,028	$5,134
General medical supplies/instruments	$5,318	$5,706	$5,979	$8,215	$5,637	$5,837
Laundry and linens	$552	$449	$661	$635	$566	$549
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	$20,145	$18,829	$20,983	$24,900	$27,620	$21,098
Rental/depreciation/occupancy	$16,982	$15,492	$18,846	$21,965	$25,486	$18,031
Utilities	$2,516	$2,537	$3,199	$2,693	$2,420	$2,621
Housekeeping and maintenance supplies	$893	$678	$1,028	$685	$1,547	$883
Contracted janitorial services	$1,451	$1,459	$1,744	$1,375	$1,673	$1,497
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	$5,828	$5,217	$6,299	$6,445	$6,576	$5,887
Rental and depreciation	$5,262	$4,328	$4,598	$5,183	$6,142	$5,007
Other furniture and equipment expenses	$1,279	$1,583	$1,488	$1,827	$1,303	$1,450
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	$4,310	$3,885	$4,347	$4,923	$4,894	$4,337
TELEPHONE EXPENSES SUBTOTAL	$3,141	$3,219	$3,744	$3,878	$4,600	$3,431
INSURANCE PREMIUMS SUBTOTAL	$11,788	$10,516	$10,196	$10,030	$10,634	$11,052
Professional liability	$11,818	$10,710	$9,907	$9,266	$8,908	$10,836
Other insurance	$802	$666	$796	$1,322	$911	$833
OUTSIDE PROFESSIONAL FEES SUBTOTAL	$3,531	$3,370	$4,742	$4,268	$5,185	$3,848
Medical (nonphysician) professionals	$1,922	$2,146	$4,306	$2,823	$1,560	$2,409
Legal and accounting	$1,374	$1,545	$1,231	$1,793	$1,816	$1,479
Management consultants	$865	$1,008	$1,778	$827	$1,120	$1,055
Other nonphysician consultants	$1,259	$854	$954	$859	$801	$1,008
PROMOTION AND MARKETING EXPENSES SUBTOTAL	$1,547	$1,804	$1,960	$1,971	$2,996	$1,835
GROUP INTEREST EXPENSES SUBTOTAL	$2,313	$2,700	$2,656	$2,546	$3,789	$2,623
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	$6,018	$6,165	$9,030	$8,981	$10,227	$7,100
TOTAL NONPHYSICIAN EXPENSES	$157,278	$160,805	$175,309	$195,420	$218,096	$169,272

Table 7G: Mean Expenses and Earnings per FTE Physician by Percent Prepaid Income for Multispecialty Groups

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EXPENSE OR EARNINGS CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	$6,631	$7,597	$11,208	$13,361	$14,618	$8,910
Fees to consulting pathologists	$1,049	$1,110	$2,604	*	*	$1,424
Fees to consulting radiologists	$4,585	$5,423	$5,533	$4,405	*	$4,950
Fees to other consulting physicians	$4,797	$3,860	$6,804	$12,160	$12,404	$6,374
NET INCOME BEFORE DISTRIBUTION TO GROUP	$152,284	$130,177	$135,412	$137,840	$106,840	$140,300
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	$19,804	$19,484	$20,664	$16,021	$11,423	$18,720
Payroll taxes	$4,117	$3,871	$3,656	$3,081	$2,602	$3,778
Insurance-health/disability/life/etc.	$3,215	$3,442	$3,801	$3,450	$3,065	$3,361
Retirement and/or profit sharing	$13,604	$11,051	$11,984	$8,533	$4,790	$11,564
Dues, memberships, and license fees	$1,304	$1,282	$1,363	$1,273	$1,004	$1,281
Meetings and travel	$1,813	$1,813	$2,366	$1,645	$1,141	$1,813
Other physician benefits	$1,600	$2,632	$2,040	$1,632	$601	$1,856
NET INCOME AVAILABLE FOR DISTRIBUTION	$132,119	$111,902	$113,638	$121,820	$95,881	$121,353
RETAINED EARNINGS	$6,666	$6,894	$4,961	$7,744	$6,593	$6,600

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 7F: Mean Expenses as a Percent of Cash Collections by Percent Prepaid Income for Multispecialty Groups (continued from Page 27)

EXPENSE CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	2.99%	3.48%	3.41%	3.57%	3.12%	3.22%
Drugs and medications	1.50%	1.72%	1.71%	1.26%	1.79%	1.57%
General medical supplies/instruments	1.65%	1.97%	1.78%	2.22%	1.77%	1.82%
Laundry and linens	.17%	.15%	.20%	.17%	.18%	.17%
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	6.55%	6.50%	6.44%	7.44%	8.80%	6.81%
Rental/depreciation/occupancy	5.43%	5.30%	5.50%	6.31%	8.02%	5.70%
Utilities	.81%	.86%	.99%	.71%	.77%	.83%
Housekeeping and maintenance supplies	.29%	.22%	.29%	.19%	.46%	.27%
Contracted janitorial services	.49%	.50%	.53%	.41%	.57%	.49%
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	1.79%	1.82%	1.96%	1.94%	1.97%	1.85%
Rental and depreciation	1.61%	1.50%	1.35%	1.48%	2.01%	1.57%
Other furniture and equipment expenses	.40%	.55%	.46%	.46%	.44%	.46%
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	1.43%	1.33%	1.35%	1.50%	1.56%	1.42%
TELEPHONE EXPENSES SUBTOTAL	1.02%	1.10%	1.16%	1.15%	1.46%	1.11%
INSURANCE PREMIUMS SUBTOTAL	3.78%	3.67%	3.15%	2.96%	3.12%	3.54%
Professional liability	3.71%	3.73%	2.87%	2.62%	2.67%	3.42%
Other insurance	.27%	.23%	.23%	.41%	.28%	.27%
OUTSIDE PROFESSIONAL FEES SUBTOTAL	1.14%	1.12%	1.23%	1.26%	1.46%	1.19%
Medical (nonphysician) professionals	.65%	.60%	.98%	.70%	.46%	.68%
Legal and accounting	.44%	.53%	.36%	.51%	.58%	.47%
Management consultants	.26%	.35%	.46%	.22%	.39%	.32%
Other nonphysician consultants	.39%	.31%	.24%	.25%	.27%	.31%
PROMOTION AND MARKETING EXPENSES SUBTOTAL	.48%	.62%	.54%	.59%	.88%	.57%
GROUP INTEREST EXPENSES SUBTOTAL	.80%	.89%	.83%	.73%	1.03%	.84%
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	1.89%	2.06%	2.63%	2.57%	3.10%	2.20%
TOTAL NONPHYSICIAN EXPENSES	50.85%	54.84%	53.88%	57.37%	65.57%	53.97%

Table 7H: Mean Expenses and Earnings as a Percent of Cash Collections by Percent Prepaid Income for Multispecialty Groups

EXPENSE OR EARNINGS CATEGORY	PERCENT PREPAID INCOME					ALL GROUPS
	NO PREPAID	0.01% TO 10.00%	10.01% TO 20.00%	20.01% TO 50.00%	OVER 50.00%	
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	2.19%	2.57%	3.80%	3.90%	4.22%	2.86%
Fees to consulting pathologists	.35%	.38%	.82%	*	*	.46%
Fees to consulting radiologists	1.44%	1.84%	1.82%	1.16%	*	1.58%
Fees to other consulting physicians	1.45%	1.31%	2.02%	3.07%	3.96%	1.90%
NET INCOME BEFORE DISTRIBUTION TO GROUP	48.00%	43.55%	43.32%	40.29%	32.02%	44.36%
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	6.43%	6.51%	6.41%	4.86%	3.43%	6.02%
Payroll taxes	1.38%	1.39%	1.09%	.90%	.86%	1.26%
Insurance-health/disability/life/etc.	1.04%	1.17%	1.15%	.95%	1.00%	1.07%
Retirement and/or profit sharing	4.22%	3.59%	3.59%	2.45%	1.42%	3.58%
Dues, memberships, and license fees	.42%	.44%	.39%	.36%	.31%	.41%
Meetings and travel	.55%	.61%	.68%	.49%	.35%	.56%
Other physician benefits	.51%	.82%	.58%	.44%	.21%	.57%
NET INCOME AVAILABLE FOR DISTRIBUTION	41.19%	36.77%	36.07%	35.42%	28.35%	37.90%
RETAINED EARNINGS	2.15%	2.11%	1.32%	2.18%	2.22%	2.04%

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Medical Group Management Association
1988 Cost Survey Based on 1987 Data

Table 8A: Mean Number of FTE Employees per FTE Physician for Selected Single Specialty Groups

EMPLOYEE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
ALL FTE EMPLOYEES PER FTE PHYSICIAN	1.40	3.92	4.12	2.96	3.40	4.53	3.82	8.13
Executive staff	.10	.26	.27	*	.19	.26	.28	.42
Business office	.36	.96	.76	.37	.56	1.11	.64	1.15
Data processing	.15	.31	.27	*	.19	.36	.27	.33
Other administrative	*	.28	.25	*	.17	*	.29	.65
Registered nurses	*	.66	.56	.61	.53	.43	.74	.74
Licensed practical nurses, aides, etc.	*	.62	.89	.38	.58	*	.81	1.92
Medical receptionists	*	.44	.68	.53	.46	.64	.65	1.18
Medical secretaries/transcribers	*	.45	.32	.23	.32	.61	.27	.48
Medical records	*	.29	.31	*	.30	.33	.27	.32
Physician extenders	*	.72	.52	*	*	*	.49	1.47
Laboratory	*	.27	.41	*	.38	*	.43	*
Radiology	*	.32	.26	*	.23	*	.40	*
Physical therapy	*	*	*	*	*	*	*	*
Optical	*	*	*	*	*	*	*	1.32
Housekeeping, maintenance, and security	*	.14	.19	*	.14	*	.18	.36
Certified registered nurse anesthetists	1.11	*	*	*	*	*	*	*
Other support	*	.70	.31	*	.43	.45	.57	1.75

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Graph 8A: Mean Number of FTE Employees per FTE Physician for Selected Single Specialty Groups

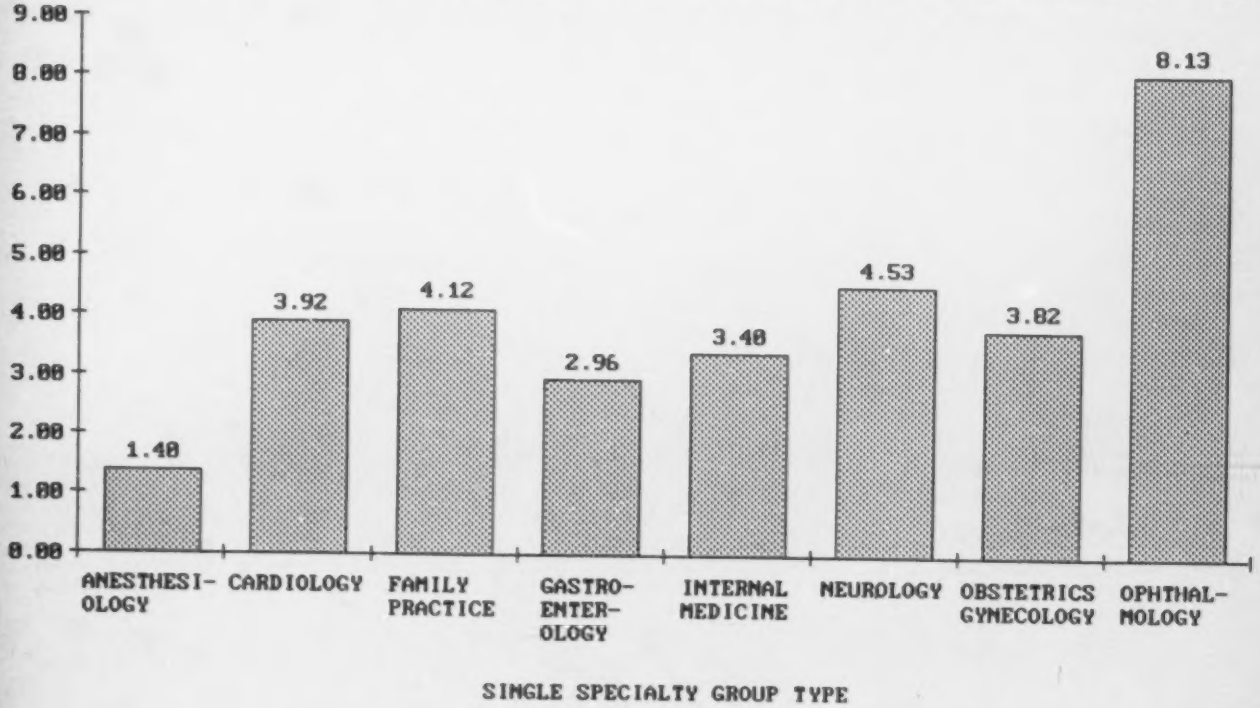

Table 8B: Mean Revenue per FTE Physician for Selected Single Specialty Groups

REVENUE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
NUMBER OF RESPONDING MEDICAL GROUPS	16	36	69	6	51	12	42	28
GROSS FEE-FOR-SERVICE CHARGES	$406,601	$635,019	$283,044	$505,532	$348,115	$513,978	$488,005	$1,005,709
Adjustments	$52,048	$75,838	$26,811	*	$30,269	$58,869	$57,921	$151,238
ADJUSTED FEE-FOR-SERVICE CHARGES	$346,227	$563,418	$254,758	$471,970	$328,821	$485,519	$442,184	$923,359
Bad debts and write-offs	$20,505	$31,025	$14,172	*	$12,290	$39,658	$14,144	$23,885
PATIENT CHARGES - PREPAID	*	*	$47,321	*	$13,521	*	*	*
TOTAL PATIENT CHARGES	$414,088	$656,945	$298,216	$505,532	$350,761	$515,129	$492,084	$1,010,033
FEE-FOR-SERVICE CASH COLLECTIONS	$338,276	$545,577	$242,667	$438,945	$300,966	$425,234	$423,480	$831,103
Capitation revenue	*	*	$51,374	*	$10,384	*	*	*
Other prepaid revenue	*	*	$19,354	*	*	*	*	*
All prepaid pro./med. purchased serv.	*	*	*	*	*	*	*	*
TOTAL NET PREPAID REVENUE	*	*	$48,625	*	$9,716	*	*	*
OTHER REVENUE	$4,712	$26,917	$9,780	*	$9,263	$46,880	$5,029	$22,134
TOTAL CASH COLLECTIONS	$349,711	$561,821	$265,464	$450,584	$318,115	$449,942	$427,270	$834,212

Table 8C: Mean Accounts Receivable Aging for Selected Single Specialty Groups

ACCOUNTS RECEIVABLE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
TOTAL ACCOUNTS RECEIVABLE - $ PER FTE PHY.	$116,975	$152,510	$75,468	$99,613	$79,579	$152,650	$128,887	$165,455
Accounts receivable - 0 to 30 days	$27,121	$53,953	$21,132	$44,947	$25,860	$28,395	$41,894	$65,054
Accounts receivable - 31 to 60 days	$21,635	$25,277	$11,539	$17,696	$14,935	$31,336	$23,230	$28,741
Accounts receivable - 61 to 90 days	$13,305	$15,217	$6,602	$9,906	$10,391	$17,248	$13,843	$13,351
Accounts receivable - 91 TO 120 days	$9,418	$11,551	$5,340	$6,540	$6,998	$11,227	$15,250	$11,481
Accounts receivable - over 120 days	$45,446	$47,778	$25,540	$20,525	$26,713	$53,819	$34,321	$46,386
PER CENT OF TOTAL ACCOUNTS RECEIVABLE	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Accounts receivable - 0 to 30 days	30.39%	35.83%	34.79%	46.05%	32.94%	20.76%	35.08%	46.59%
Accounts receivable - 31 to 60 days	19.61%	17.63%	17.16%	17.93%	18.33%	22.70%	18.64%	17.97%
Accounts receivable - 61 to 90 days	11.26%	10.37%	9.74%	9.94%	11.97%	12.83%	11.26%	7.94%
Accounts receivable - 91 to 120 days	8.30%	7.38%	7.82%	6.58%	9.47%	8.10%	11.43%	7.23%
Accounts receivable - over 120 days	30.38%	28.77%	31.77%	19.50%	27.84%	35.61%	24.50%	20.27%

Table 8D: Mean Management Ratios for Selected Single Specialty Groups

RATIOS AND PERCENTAGES	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
ACCOUNTS RECEIVABLE RATIO	3.94	3.00	3.21	2.59	2.96	3.68	3.55	2.23
GROSS COLLECTION PERCENTAGE	82.55%	83.71%	88.81%	86.07%	87.87%	81.91%	87.14%	85.07%
ADJUSTED COLLECTION PERCENTAGE	93.35%	93.70%	97.03%	92.97%	95.25%	91.60%	95.56%	95.68%
ALL FTE EMPLOYEES PER FTE PHYSICIAN	1.40	3.92	4.12	2.96	3.40	4.53	3.82	8.13

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Medical Group Management Association
1988 Cost Survey Based on 1987 Data

Table 8E: Mean Expenses per FTE Physician for Selected Single Specialty Groups

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS/GYNECOLOGY	OPHTHALMOLOGY
NONPHYSICIAN SALARIES SUBTOTAL	$46,435	$71,264	$62,434	$55,468	$59,297	$84,968	$68,452	$149,601
Group practice executive staff	$4,843	$8,652	$8,381	*	$6,724	$8,806	$9,239	$20,076
Business office personnel	$6,150	$13,258	$10,174	*	$8,036	$14,650	$9,822	$19,704
Data processing personnel	*	$5,180	$2,982	*	$3,362	*	$3,392	*
Other administrative personnel	*	$4,624	*	*	$2,697	*	*	*
Registered nurses	*	$17,352	$11,042	*	$12,177	*	$15,313	$18,756
Licensed practical nurses, aides, etc.	*	$11,300	$12,195	*	$8,547	*	$12,550	*
Medical receptionists	*	$6,800	$9,528	*	$7,282	$6,870	$9,278	$15,811
Medical secretaries/transcribers	*	$7,041	$4,041	*	$6,502	$7,551	$4,011	$15,177
Medical records personnel	*	$3,297	$3,479	*	$3,658	*	$3,886	*
Physician extenders	*	*	$6,916	*	*	*	*	*
Laboratory personnel	*	*	$6,212	*	$6,838	*	$5,895	*
Radiology personnel	*	*	$4,635	*	$3,757	*	*	*
Physical therapy personnel	*	*	*	*	*	*	*	*
Optical personnel	*	*	*	*	*	*	*	$29,356
Housekeeping/maintenance/security pers.	*	*	$2,177	*	$1,159	*	*	*
Certified registered nurse anesthetists	$53,577	*	*	*	*	*	*	*
Other support personnel	*	$7,894	*	*	$6,222	*	*	$9,922
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	$13,127	$18,533	$11,437	$15,367	$12,612	$18,935	$19,289	$33,010
Taxes - FICA, payroll, etc.	$4,162	$6,642	$5,357	*	$5,263	$6,445	$7,754	$16,031
Insurance-health/disability/life/etc.	$3,066	$6,007	$3,361	*	$4,522	$4,806	$5,493	$9,943
Retirement and/or profit sharing	$8,823	$7,466	$3,719	*	$4,366	$4,497	$9,563	$12,094
Other employee benefits	$1,769	$1,598	$992	*	$1,374	*	$1,667	$3,687
DATA PROCESSING EXPENSES SUBTOTAL	$10,083	$7,631	$5,167	*	$4,554	$6,993	$4,557	$9,086
Service bureau fees	*	*	$4,280	*	$3,132	*	$3,803	*
Equipment rental/depreciation	$1,020	$5,811	$2,307	*	$2,227	*	$2,101	$8,960
Equipment maintenance	$476	$1,227	$1,640	*	$801	*	$1,245	$2,403
Data processing supplies	*	$1,787	$1,003	*	$1,142	*	$761	*
Other data processing expenses	*	*	$1,855	*	*	*	*	*
LABORATORY EXPENSES SUBTOTAL	*	$9,440	$10,561	$5,387	$11,393	$4,522	$16,861	*
Fees for outside laboratory services	*	$8,681	$5,622	*	$6,105	*	$13,109	*
Equipment rental/depreciation	*	*	$1,187	*	$1,519	*	*	*
Equipment maintenance	*	*	$410	*	$436	*	*	*
Laboratory supplies	*	$854	$5,660	*	$5,114	*	$4,271	*
Other laboratory expenses	*	*	*	*	$780	*	*	*
RADIOLOGY EXPENSES SUBTOTAL	*	$5,854	$3,992	*	$4,840	*	$7,591	*
Fees for outside radiology services	*	*	$2,654	*	*	*	*	*
Equipment rental/depreciation	*	$3,557	$1,604	*	$1,470	*	*	*
Equipment maintenance	*	$610	$506	*	$674	*	*	*
Radiology supplies	*	$3,362	$1,976	*	$3,237	*	*	*
Other radiology expenses	*	*	*	*	$443	*	*	*
PHYSICAL THERAPY EXPENSES SUBTOTAL	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Physical therapy supplies	*	*	*	*	*	*	*	*
Other physical therapy expenses	*	*	*	*	*	*	*	*
OPTICAL EXPENSES SUBTOTAL	*	*	*	*	*	*	*	$46,280
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Optical supplies	*	*	*	*	*	*	*	$39,822
Other optical expenses	*	*	*	*	*	*	*	*

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 8E is continued on Page 34

Table 8F: Mean Expenses as a Percent of Cash Collections for Selected Single Specialty Groups

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
NONPHYSICIAN SALARIES SUBTOTAL	11.42%	12.88%	23.67%	13.27%	18.73%	18.35%	16.10%	18.19%
Group practice executive staff	1.32%	1.59%	3.08%	*	2.17%	2.37%	2.19%	2.16%
Business office personnel	1.69%	2.46%	3.91%	*	2.60%	4.00%	2.42%	2.35%
Data processing personnel	*	.99%	1.11%	*	.94%	*	.80%	*
Other administrative personnel	*	.65%	*	*	.95%	*	*	*
Registered nurses	*	2.86%	4.24%	*	3.93%	*	3.61%	2.15%
Licensed practical nurses, aides, etc.	*	2.44%	4.74%	*	2.57%	*	3.02%	*
Medical receptionists	*	1.38%	3.46%	*	2.40%	1.87%	2.14%	1.90%
Medical secretaries/transcribers	*	1.24%	1.52%	*	2.17%	2.03%	.95%	1.62%
Medical records personnel	*	.66%	1.14%	*	1.03%	*	.87%	*
Physician extenders	*	*	2.57%	*	*	*	*	*
Laboratory personnel	*	*	2.17%	*	2.21%	*	1.58%	*
Radiology personnel	*	*	1.62%	*	1.02%	*	*	*
Physical therapy personnel	*	*	*	*	*	*	*	*
Optical personnel	*	*	*	*	*	*	*	3.67%
Housekeeping/maintenance/security pers.	*	*	.76%	*	.31%	*	*	*
Certified registered nurse anesthetists	12.40%	*	*	*	*	*	*	*
Other support personnel	*	1.22%	*	*	1.56%	*	*	1.36%
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	3.43%	3.27%	4.28%	3.55%	3.91%	4.37%	4.72%	4.39%
Taxes - FICA, payroll, etc.	1.04%	1.16%	2.06%	*	1.54%	1.60%	1.98%	1.91%
Insurance-health/disability/life/etc.	.78%	.99%	1.32%	*	1.30%	1.30%	1.25%	1.28%
Retirement and/or profit sharing	2.25%	1.32%	1.50%	*	1.32%	1.12%	2.37%	1.71%
Other employee benefits	.50%	.27%	.35%	*	.40%	*	.37%	.45%
DATA PROCESSING EXPENSES SUBTOTAL	2.52%	1.28%	1.88%	*	1.51%	1.44%	1.09%	1.33%
Service bureau fees	*	*	1.42%	*	.93%	*	.95%	*
Equipment rental/depreciation	.29%	.95%	.82%	*	.71%	*	.50%	1.19%
Equipment maintenance	.14%	.23%	.56%	*	.26%	*	.29%	.33%
Data processing supplies	*	.30%	.37%	*	.37%	*	.20%	*
Other data processing expenses	*	*	.90%	*	*	*	*	*
LABORATORY EXPENSES SUBTOTAL	*	1.69%	3.98%	1.32%	3.64%	.94%	3.75%	*
Fees for outside laboratory services	*	1.01%	2.09%	*	1.82%	*	3.03%	*
Equipment rental/depreciation	*	*	.41%	*	.43%	*	*	*
Equipment maintenance	*	*	.14%	*	.14%	*	*	*
Laboratory supplies	*	.17%	2.09%	*	1.61%	*	.95%	*
Other laboratory expenses	*	*	*	*	.23%	*	*	*
RADIOLOGY EXPENSES SUBTOTAL	*	1.26%	1.35%	*	1.39%	*	1.35%	*
Fees for outside radiology services	*	*	.86%	*	*	*	*	*
Equipment rental/depreciation	*	.76%	.51%	*	.33%	*	*	*
Equipment maintenance	*	.12%	.14%	*	.18%	*	*	*
Radiology supplies	*	.67%	.70%	*	.87%	*	*	*
Other radiology expenses	*	*	*	*	.11%	*	*	*
PHYSICAL THERAPY EXPENSES SUBTOTAL	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Physical therapy supplies	*	*	*	*	*	*	*	*
Other physical therapy expenses	*	*	*	*	*	*	*	*
OPTICAL EXPENSES SUBTOTAL	*	*	*	*	*	*	*	6.12%
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Optical supplies	*	*	*	*	*	*	*	5.08%
Other optical expenses	*	*	*	*	*	*	*	*

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 8F is continued on Page 35

Table 8E: Mean Expenses per FTE Physician for Selected Single Specialty Groups (continued from Page 32)

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	*	$7,376	$10,243	$6,851	$9,253	$3,101	$8,961	$25,858
Drugs and medications	*	$426	$3,673	*	$6,891	*	$2,145	*
General medical supplies/instruments	*	$6,870	$6,908	*	$4,253	$1,411	$6,765	$40,909
Laundry and linens	*	$467	$601	*	$587	$348	$667	*
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	$2,284	$27,122	$21,594	$18,813	$19,552	$25,981	$26,637	$50,260
Rental/depreciation/occupancy	$2,515	$24,292	$17,130	*	$18,590	$20,747	$26,840	$55,257
Utilities	*	$1,758	$2,438	*	$2,059	*	$2,311	*
Housekeeping and maintenance supplies	*	$1,217	$893	*	$897	*	$1,567	*
Contracted janitorial services	*	*	$1,789	*	$1,379	*	$2,359	*
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	$1,035	$14,327	$4,317	*	$5,334	$19,340	$6,579	$29,865
Rental and depreciation	$1,065	$14,849	$4,126	*	$4,643	$7,846	$6,982	$22,410
Other furniture and equipment expenses	*	$5,046	$1,824	*	$1,990	*	*	*
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	$2,495	$7,529	$4,975	$6,095	$5,092	$9,506	$6,232	$14,138
TELEPHONE EXPENSES SUBTOTAL	$563	$5,403	$3,259	$4,064	$3,743	$6,417	$4,946	$7,806
INSURANCE PREMIUMS SUBTOTAL	$20,208	$13,132	$8,557	$14,359	$5,724	$8,518	$33,171	$15,192
Professional liability	$21,849	$11,222	$8,731	*	$5,296	$8,670	$31,793	$9,189
Other insurance	$407	$1,709	$1,381	*	$819	$937	$1,405	$2,947
OUTSIDE PROFESSIONAL FEES SUBTOTAL	$2,617	$8,039	$6,599	*	$4,150	$8,034	$7,135	$14,684
Medical (nonphysician) professionals	*	*	$1,459	*	$2,461	*	*	*
Legal and accounting	$2,615	$4,196	$1,691	*	$1,903	$4,269	$3,804	$7,339
Management consultants	*	$1,845	$2,879	*	$1,018	$3,082	$1,926	*
Other nonphysician consultants	*	$2,386	$2,201	*	$2,977	*	$2,641	*
PROMOTION AND MARKETING EXPENSES SUBTOTAL	$1,273	$4,189	$1,401	$2,450	$1,674	$1,039	$3,198	$14,028
GROUP INTEREST EXPENSES SUBTOTAL	$451	$2,726	$2,186	*	$1,245	$1,681	$2,206	$8,897
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	$3,072	$18,994	$9,096	*	$6,706	$24,289	$11,608	$17,505
TOTAL NONPHYSICIAN EXPENSES	$97,522	$202,113	$157,602	$160,209	$147,091	$235,883	$269,438	$395,854

Table 8G: Mean Expenses and Earnings per FTE Physician for Selected Single Specialty Groups

EXPENSE OR EARNINGS CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	*	$8,754	$4,566	*	$6,541	$10,939	$5,617	*
Fees to consulting pathologists	*	*	*	*	*	*	*	*
Fees to consulting radiologists	*	*	$3,008	*	$8,133	*	*	*
Fees to other consulting physicians	*	*	$1,745	*	*	*	*	*
NET INCOME BEFORE DISTRIBUTION TO GROUP	$251,774	$358,006	$106,141	$288,781	$168,971	$208,589	$216,895	$436,691
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	$45,610	$41,682	$17,101	$43,796	$24,556	$39,133	$37,644	$42,680
Payroll taxes	$5,626	$3,567	$3,714	*	$4,596	$14,367	$8,904	$5,160
Insurance-health/disability/life/etc.	$6,009	$6,939	$3,833	*	$4,761	$5,490	$5,999	$8,468
Retirement and/or profit sharing	$33,592	$23,179	$10,668	*	$13,481	$18,709	$23,246	$22,971
Dues, memberships, and license fees	$1,509	$2,620	$1,763	*	$1,524	$2,355	$2,227	$3,934
Meetings and travel	$1,515	$3,955	$1,680	*	$1,533	$3,558	$3,306	$4,724
Other physician benefits	$1,224	$10,584	$2,553	*	$3,730	*	$4,937	$14,935
NET INCOME AVAILABLE FOR DISTRIBUTION	$204,810	$297,572	$93,599	$244,985	$138,164	$179,642	$170,468	$375,403
RETAINED EARNINGS	$5,886	$22,168	$9,930	*	$11,022	*	$8,606	$24,725

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 8F: Mean Expenses as a Percent of Cash Collections for Selected Single Specialty Groups (continued from Page 33)

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	*	1.31%	3.82%	1.58%	2.96%	.68%	2.06%	2.81%
Drugs and medications	*	.09%	1.33%	*	1.95%	*	.51%	*
General medical supplies/instruments	*	1.07%	2.58%	*	1.25%	.37%	1.51%	3.82%
Laundry and linens	*	.09%	.21%	*	.17%	.10%	.16%	*
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	.63%	4.86%	7.90%	4.38%	6.49%	5.35%	6.14%	6.11%
Rental/depreciation/occupancy	.64%	4.41%	6.43%	*	6.08%	5.04%	5.90%	6.22%
Utilities	*	.34%	.93%	*	.57%	*	.50%	*
Housekeeping and maintenance supplies	*	.25%	.33%	*	.30%	*	.30%	*
Contracted janitorial services	*	*	.64%	*	.48%	*	.48%	*
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	.34%	2.63%	1.62%	*	1.78%	4.21%	1.52%	3.66%
Rental and depreciation	.35%	2.38%	1.50%	*	1.47%	2.22%	1.58%	2.99%
Other furniture and equipment expenses	*	.96%	.65%	*	.62%	*	*	*
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	.71%	1.35%	1.93%	1.46%	1.69%	2.11%	1.43%	1.81%
TELEPHONE EXPENSES SUBTOTAL	.17%	.97%	1.20%	.97%	1.24%	1.45%	1.16%	.98%
INSURANCE PREMIUMS SUBTOTAL	5.86%	2.62%	3.22%	3.56%	1.90%	1.77%	7.79%	1.94%
Professional liability	6.28%	2.02%	3.26%	*	1.64%	1.62%	7.56%	1.30%
Other insurance	.13%	.30%	.46%	*	.26%	.22%	.32%	.33%
OUTSIDE PROFESSIONAL FEES SUBTOTAL	.80%	1.45%	2.20%	*	1.39%	1.65%	1.67%	1.79%
Medical (nonphysician) professionals	*	*	.46%	*	.87%	*	*	*
Legal and accounting	.75%	.73%	.59%	*	.65%	.86%	.88%	.84%
Management consultants	*	.28%	1.10%	*	.38%	.83%	.48%	*
Other nonphysician consultants	*	.44%	1.12%	*	.85%	*	.53%	*
PROMOTION AND MARKETING EXPENSES SUBTOTAL	.35%	.63%	.50%	.48%	.50%	.22%	.70%	1.47%
GROUP INTEREST EXPENSES SUBTOTAL	.15%	.49%	.82%	*	.43%	.39%	.56%	1.00%
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	.99%	3.28%	3.43%	*	1.92%	5.06%	2.84%	2.24%
TOTAL NONPHYSICIAN EXPENSES	25.66%	36.59%	59.17%	37.84%	47.01%	49.[illegible]%	49.02%	48.69%

Table 8H: Mean Expenses and Earnings as a Percent of Cash Collections for Selected Single Specialty Groups

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EXPENSE OR EARNINGS CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	GASTROENTEROLOGY	INTERNAL MEDICINE	NEUROLOGY	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	*	1.46%	1.52%	*	1.81%	2.69%	1.38%	*
Fees to consulting pathologists	*	*	*	*	*	*	*	*
Fees to consulting radiologists	*	*	.93%	*	1.73%	*	*	*
Fees to other consulting physicians	*	*	.69%	*	*	*	*	*
NET INCOME BEFORE DISTRIBUTION TO GROUP	74.23%	63.13%	40.26%	61.87%	52.42%	49.50%	50.75%	51.08%
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	14.29%	8.17%	6.51%	10.31%	8.01%	9.54%	9.39%	6.12%
Payroll taxes	1.76%	.69%	1.56%	*	1.30%	3.65%	2.15%	.67%
Insurance-health/disability/life/etc.	1.81%	1.37%	1.42%	*	1.58%	1.71%	1.42%	1.13%
Retirement and/or profit sharing	9.67%	4.28%	3.77%	*	4.31%	4.86%	5.93%	3.02%
Dues, memberships, and license fees	.50%	.48%	.69%	*	.50%	.67%	.54%	.43%
Meetings and travel	.48%	.72%	.58%	*	.45%	.90%	.79%	.55%
Other physician benefits	.38%	1.48%	.82%	*	1.22%	*	1.23%	2.61%
NET INCOME AVAILABLE FOR DISTRIBUTION	60.54%	54.06%	34.77%	51.55%	43.70%	41.38%	40.96%	44.68%
RETAINED EARNINGS	2.06%	2.84%	3.00%	*	3.49%	*	2.11%	3.11%

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Medical Group Management Association
1988 Cost Survey Based on 1987 Data

Table 9A: Mean Number of FTE Employees per FTE Physician for Selected Single Specialty Groups

EMPLOYEE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
ALL FTE EMPLOYEES PER FTE PHYSICIAN	4.57	3.78	2.85	2.49	2.35	3.20	4.54	3.50
Executive staff	.41	.24	.17	.19	.24	.25	.29	*
Business office	.82	.60	.78	.65	.52	.82	.79	.89
Data processing	.37	.25	.36	*	.20	*	.26	*
Other administrative	*	*	.16	*	.24	*	.39	*
Registered nurses	.55	.52	*	.50	.47	*	.48	*
Licensed practical nurses, aides, etc.	.92	.93	*	*	.56	*	.55	.50
Medical receptionists	.84	.57	.44	.27	.37	.65	.67	*
Medical secretaries/transcribers	.38	.24	.28	.35	.46	.60	.68	*
Medical records	*	.24	.24	*	*	*	.30	*
Physician extenders	*	*	*	*	*	*	.48	*
Laboratory	.34	.35	*	*	*	*	*	*
Radiology	*	*	1.22	*	*	*	.45	*
Physical therapy	*	*	*	*	*	*	.99	*
Optical	*	*	*	*	*	*	*	*
Housekeeping, maintenance, and security	*	*	*	*	*	*	.18	*
Certified registered nurse anesthetists	*	*	*	*	*	*	*	*
Other support	.78	*	.33	*	*	*	.53	*

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Graph 9A: Mean Number of FTE Employees per FTE Physician for Selected Single Specialty Groups

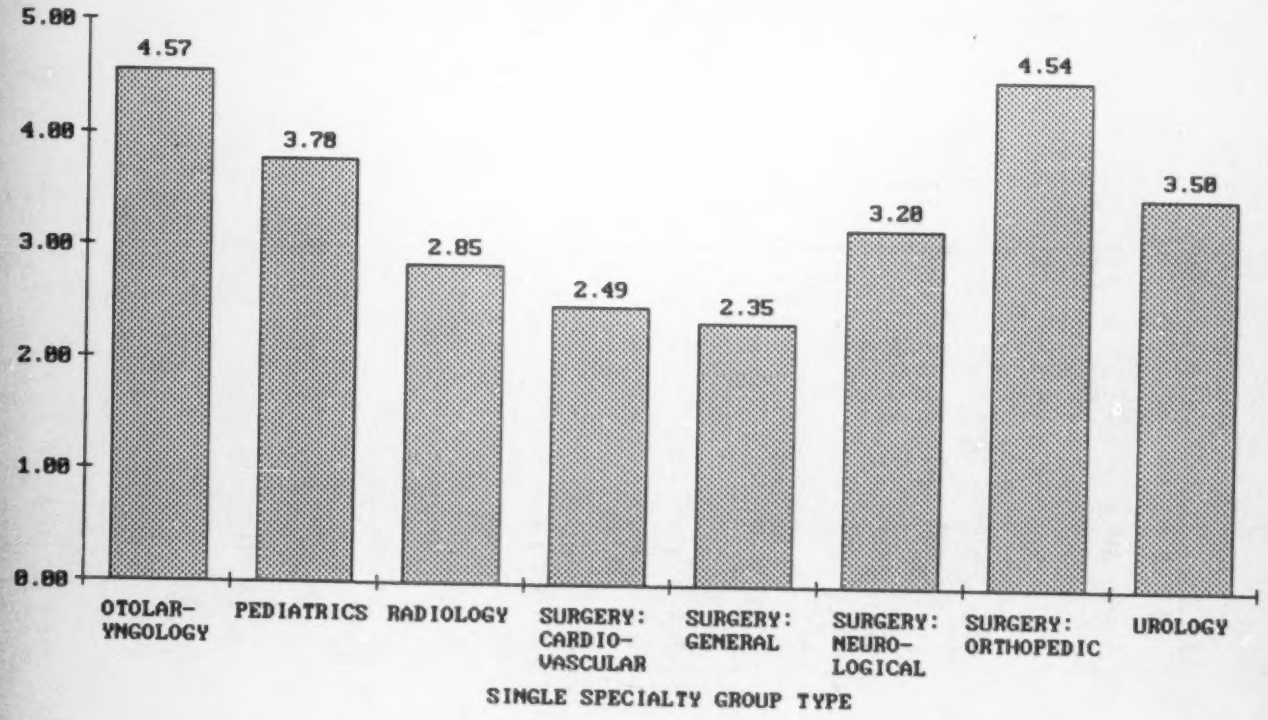

Table 9B: Mean Revenue per FTE Physician for Selected Single Specialty Groups

REVENUE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
NUMBER OF RESPONDING MEDICAL GROUPS	12	9	29	8	20	8	87	6
GROSS FEE-FOR-SERVICE CHARGES	$614,475	$312,938	$552,719	$909,903	$497,762	$670,687	$666,808	$430,318
Adjustments	$45,026	$41,444	$69,758	$94,820	$44,837	*	$60,571	$39,056
ADJUSTED FEE-FOR-SERVICE CHARGES	$564,768	$279,952	$484,574	$815,082	$418,160	$628,247	$616,257	$391,262
Bad debts and write-offs	$30,591	$7,843	$35,963	$28,986	$48,834	$62,411	$35,830	*
PATIENT CHARGES - PREPAID	*	*	*	*	*	*	$52,047	*
TOTAL PATIENT CHARGES	$621,391	$311,464	$554,459	$909,903	$498,853	$670,687	$671,076	$430,318
FEE-FOR-SERVICE CASH COLLECTIONS	$510,502	$265,906	$450,293	$693,989	$415,040	$580,888	$572,592	$386,588
Capitation revenue	*	*	*	*	*	*	*	*
Other prepaid revenue	*	*	*	*	*	*	*	*
All prepaid pro./med. purchased serv.	*	*	*	*	*	*	*	*
TOTAL NET PREPAID REVENUE	*	*	*	*	*	*	$34,039	*
OTHER REVENUE	$8,740	*	$13,220	*	$6,612	*	$9,666	*
TOTAL CASH COLLECTIONS	$513,584	$265,890	$465,787	$700,210	$414,445	$588,332	$581,051	$394,075

Table 9C: Mean Accounts Receivable Aging for Selected Single Specialty Groups

ACCOUNTS RECEIVABLE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
TOTAL ACCOUNTS RECEIVABLE - $ PER FTE PHY.	$150,607	$51,565	$116,174	$218,707	$110,280	$230,128	$192,530	$82,201
Accounts receivable - 0 to 30 days	$34,500	$23,354	$44,346	$74,448	$46,370	*	$55,681	*
Accounts receivable - 31 to 60 days	$33,892	$11,554	$24,159	$66,535	$24,316	*	$34,803	*
Accounts receivable - 61 to 90 days	$22,275	$5,523	$14,142	$34,015	$12,095	*	$20,609	*
Accounts receivable - 91 TO 120 days	$13,129	$5,901	$8,593	$14,379	$7,954	*	$15,258	*
Accounts receivable - over 120 days	$55,762	$10,997	$19,965	$58,833	$21,497	*	$65,228	*
PER CENT OF TOTAL ACCOUNTS RECEIVABLE	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Accounts receivable - 0 to 30 days	26.86%	39.61%	40.77%	32.91%	37.53%	*	33.51%	*
Accounts receivable - 31 to 60 days	21.53%	19.04%	21.92%	29.93%	24.41%	*	20.25%	*
Accounts receivable - 61 to 90 days	13.42%	9.65%	12.47%	12.99%	11.18%	*	11.21%	*
Accounts receivable - 91 to 120 days	8.32%	9.44%	7.82%	6.07%	6.88%	*	7.96%	*
Accounts receivable - over 120 days	29.87%	22.18%	17.22%	18.95%	20.20%	*	27.20%	*

Table 9D: Mean Management Ratios for Selected Single Specialty Groups

RATIOS AND PERCENTAGES	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
ACCOUNTS RECEIVABLE RATIO	3.55	2.31	2.91	3.63	2.82	*	3.44	2.54
GROSS COLLECTION PERCENTAGE	81.89%	86.38%	81.25%	82.15%	83.05%	86.49%	84.29%	90.13%
ADJUSTED COLLECTION PERCENTAGE	88.95%	97.19%	91.73%	93.55%	91.94%	89.88%	91.49%	98.72%
ALL FTE EMPLOYEES PER FTE PHYSICIAN	4.57	3.78	2.85	2.49	2.35	3.20	4.54	3.50

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Medical Group Management Association
1988 Cost Survey Based on 1987 Data

Table 9E: Mean Expenses per FTE Physician for Selected Single Specialty Groups

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
NONPHYSICIAN SALARIES SUBTOTAL	$86,978	$59,590	$61,821	$58,718	$48,305	$66,057	$89,561	$52,058
Group practice executive staff	*	$7,481	$8,839	*	*	*	$11,732	*
Business office personnel	*	$11,824	$12,737	*	*	*	$13,069	*
Data processing personnel	*	*	$4,679	*	*	*	$4,571	*
Other administrative personnel	*	*	$4,155	*	*	*	$5,764	*
Registered nurses	*	*	*	*	*	*	$11,077	*
Licensed practical nurses, aides, etc.	*	*	*	*	*	*	$11,034	*
Medical receptionists	*	*	$4,002	*	*	*	$9,862	*
Medical secretaries/transcribers	*	*	$3,917	*	*	*	$15,986	*
Medical records personnel	*	*	*	*	*	*	$3,453	*
Physician extenders	*	*	*	*	*	*	$16,707	*
Laboratory personnel	*	*	*	*	*	*	*	*
Radiology personnel	*	*	$18,931	*	*	*	$8,502	*
Physical therapy personnel	*	*	*	*	*	*	$38,237	*
Optical personnel	*	*	*	*	*	*	*	*
Housekeeping/maintenance/security pers.	*	*	*	*	*	*	$2,437	*
Certified registered nurse anesthetists	*	*	*	*	*	*	*	*
Other support personnel	*	*	$3,509	*	*	*	$4,239	*
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	$18,957	$11,773	$16,873	$18,578	$12,008	$17,682	$25,366	$17,817
Taxes - FICA, payroll, etc.	*	$6,217	$5,075	*	*	*	$11,105	*
Insurance-health/disability/life/etc.	*	$2,350	$3,336	*	*	*	$6,875	*
Retirement and/or profit sharing	*	$2,308	$6,531	*	*	*	$8,769	*
Other employee benefits	*	$758	$992	*	*	*	$2,227	*
DATA PROCESSING EXPENSES SUBTOTAL	$5,536	$5,167	$7,691	$2,966	$4,097	$2,888	$5,868	*
Service bureau fees	*	*	*	*	*	*	$3,292	*
Equipment rental/depreciation	*	*	$2,819	*	*	*	$4,118	*
Equipment maintenance	*	*	$898	*	*	*	$1,461	*
Data processing supplies	*	*	$2,448	*	*	*	$1,282	*
Other data processing expenses	*	*	*	*	*	*	$1,696	*
LABORATORY EXPENSES SUBTOTAL	$8,409	$5,428	*	*	*	*	$3,289	*
Fees for outside laboratory services	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Laboratory supplies	*	$4,306	*	*	*	*	*	*
Other laboratory expenses	*	*	*	*	*	*	*	*
RADIOLOGY EXPENSES SUBTOTAL	$1,776	*	$31,798	*	*	*	$6,582	*
Fees for outside radiology services	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	$14,311	*	*	*	$2,847	*
Equipment maintenance	*	*	$3,082	*	*	*	$1,108	*
Radiology supplies	*	*	$9,799	*	*	*	$4,737	*
Other radiology expenses	*	*	$1,526	*	*	*	$1,988	*
PHYSICAL THERAPY EXPENSES SUBTOTAL	*	*	*	*	*	*	$9,111	*
Equipment rental/depreciation	*	*	*	*	*	*	$2,319	*
Equipment maintenance	*	*	*	*	*	*	$449	*
Physical therapy supplies	*	*	*	*	*	*	$4,903	*
Other physical therapy expenses	*	*	*	*	*	*	*	*
OPTICAL EXPENSES SUBTOTAL	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Optical supplies	*	*	*	*	*	*	*	*
Other optical expenses	*	*	*	*	*	*	*	*

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 9E is continued on Page 40

Table 9F: Mean Expenses as a Percent of Cash Collections for Selected Single Specialty Groups

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
NONPHYSICIAN SALARIES SUBTOTAL	16.88%	22.15%	12.09%	8.77%	11.87%	11.01%	15.41%	13.17%
Group practice executive staff	*	2.72%	2.15%	*	*	*	2.14%	*
Business office personnel	*	4.37%	3.22%	*	*	*	2.25%	*
Data processing personnel	*	*	1.15%	*	*	*	.91%	*
Other administrative personnel	*	*	1.12%	*	*	*	.78%	*
Registered nurses	*	*	*	*	*	*	2.08%	*
Licensed practical nurses, aides, etc.	*	*	*	*	*	*	1.83%	*
Medical receptionists	*	*	.92%	*	*	*	1.71%	*
Medical secretaries/transcribers	*	*	.88%	*	*	*	2.53%	*
Medical records personnel	*	*	*	*	*	*	.55%	*
Physician extenders	*	*	*	*	*	*	2.58%	*
Laboratory personnel	*	*	*	*	*	*	*	*
Radiology personnel	*	*	4.43%	*	*	*	1.53%	*
Physical therapy personnel	*	*	*	*	*	*	5.73%	*
Optical personnel	*	*	*	*	*	*	*	*
Housekeeping/maintenance/security pers.	*	*	*	*	*	*	.54%	*
Certified registered nurse anesthetists	*	*	*	*	*	*	*	*
Other support personnel	*	*	.91%	*	*	*	.67%	*
NONPHYSICIAN EMPLOYEE BENEFITS SUBTOTAL	3.52%	4.44%	3.34%	2.56%	3.13%	2.86%	4.23%	4.41%
Taxes - FICA, payroll, etc.	*	2.39%	1.27%	*	*	*	1.71%	*
Insurance-health/disability/life/etc.	*	.87%	.82%	*	*	*	1.15%	*
Retirement and/or profit sharing	*	.88%	1.55%	*	*	*	1.64%	*
Other employee benefits	*	.28%	.22%	*	*	*	.36%	*
DATA PROCESSING EXPENSES SUBTOTAL	1.18%	1.80%	1.73%	.36%	1.08%	.55%	1.17%	*
Service bureau fees	*	*	*	*	*	*	.71%	*
Equipment rental/depreciation	*	*	.70%	*	*	*	.86%	*
Equipment maintenance	*	*	.24%	*	*	*	.29%	*
Data processing supplies	*	*	.66%	*	*	*	.22%	*
Other data processing expenses	*	*	*	*	*	*	.29%	*
LABORATORY EXPENSES SUBTOTAL	1.68%	2.02%	*	*	*	*	.54%	*
Fees for outside laboratory services	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Laboratory supplies	*	1.50%	*	*	*	*	*	*
Other laboratory expenses	*	*	*	*	*	*	*	*
RADIOLOGY EXPENSES SUBTOTAL	.34%	*	6.94%	*	*	*	1.18%	*
Fees for outside radiology services	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	3.19%	*	*	*	.43%	*
Equipment maintenance	*	*	.75%	*	*	*	.17%	*
Radiology supplies	*	*	2.24%	*	*	*	.86%	*
Other radiology expenses	*	*	.35%	*	*	*	.29%	*
PHYSICAL THERAPY EXPENSES SUBTOTAL	*	*	*	*	*	*	1.50%	*
Equipment rental/depreciation	*	*	*	*	*	*	.53%	*
Equipment maintenance	*	*	*	*	*	*	.11%	*
Physical therapy supplies	*	*	*	*	*	*	.62%	*
Other physical therapy expenses	*	*	*	*	*	*	*	*
OPTICAL EXPENSES SUBTOTAL	*	*	*	*	*	*	*	*
Equipment rental/depreciation	*	*	*	*	*	*	*	*
Equipment maintenance	*	*	*	*	*	*	*	*
Optical supplies	*	*	*	*	*	*	*	*
Other optical expenses	*	*	*	*	*	*	*	*

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 9F is continued on Page 41

Table 9E: Mean Expenses per FTE Physician for Selected Single Specialty Groups (continued from Page 38)

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	$16,794	$16,540	$13,376	$3,175	$3,839	$1,290	$13,415	$15,323
Drugs and medications	*	*	*	*	*	*	$3,902	*
General medical supplies/instruments	*	$9,011	*	*	*	*	$11,755	*
Laundry and linens	*	*	$386	*	*	*	$864	*
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	$30,899	$19,611	$16,675	$17,783	$15,381	$17,353	$30,710	$18,578
Rental/depreciation/occupancy	*	$16,586	$11,803	*	*	*	$28,443	*
Utilities	*	*	$1,823	*	*	*	$2,567	*
Housekeeping and maintenance supplies	*	*	$784	*	*	*	$1,060	*
Contracted janitorial services	*	$1,416	*	*	*	*	$2,624	*
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	$12,883	$3,453	$22,629	$5,308	$4,371	$7,423	$10,413	*
Rental and depreciation	*	*	$3,206	*	*	*	$6,907	*
Other furniture and equipment expenses	*	$2,034	*	*	*	*	$3,856	*
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	$10,392	$4,934	$6,310	$2,968	$4,214	$5,250	$8,448	*
TELEPHONE EXPENSES SUBTOTAL	$5,500	$3,982	$2,082	$4,753	$3,671	$5,814	$5,366	*
INSURANCE PREMIUMS SUBTOTAL	$20,785	$4,860	$9,058	$32,677	$19,606	$36,950	$28,485	*
Professional liability	*	$4,257	$7,058	*	*	*	$25,793	*
Other insurance	*	$625	$1,259	*	*	*	$1,816	*
OUTSIDE PROFESSIONAL FEES SUBTOTAL	$7,255	$5,719	$5,163	$10,719	$4,904	$5,851	$7,369	$3,848
Medical (nonphysician) professionals	*	*	*	*	*	*	$5,054	*
Legal and accounting	*	$2,127	$2,920	*	*	*	$5,263	*
Management consultants	*	*	*	*	*	*	$8,581	*
Other nonphysician consultants	*	*	*	*	*	*	$2,327	*
PROMOTION AND MARKETING EXPENSES SUBTOTAL	$3,910	$1,687	$2,603	$5,270	$1,595	*	$3,068	*
GROUP INTEREST EXPENSES SUBTOTAL	$3,103	$1,366	$3,101	*	$1,258	*	$4,225	*
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	$25,242	$8,565	$21,232	$11,540	$14,905	*	$15,638	*
TOTAL NONPHYSICIAN EXPENSES	$246,245	$148,289	$173,137	$167,884	$126,473	$171,317	$241,789	$148,968

Table 9G: Mean Expenses and Earnings per FTE Physician for Selected Single Specialty Groups

EXPENSE OR EARNINGS CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	*	*	$12,218	*	*	*	$9,137	*
Fees to consulting pathologists	*	*	*	*	*	*	*	*
Fees to consulting radiologists	*	*	*	*	*	*	*	*
Fees to other consulting physicians	*	*	*	*	*	*	$11,807	*
NET INCOME BEFORE DISTRIBUTION TO GROUP	$267,339	$115,368	$289,701	$531,835	$287,969	$415,133	$337,791	$242,711
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	$28,558	$22,267	$48,667	$61,639	$37,191	$57,881	$52,560	$45,899
Payroll taxes	*	$6,473	$7,952	*	*	*	$15,165	*
Insurance-health/disability/life/etc.	*	$4,480	$4,920	*	*	*	$6,979	*
Retirement and/or profit sharing	*	$9,306	$33,530	*	*	*	$28,098	*
Dues, membership, and license fees	*	$1,442	$2,123	*	*	*	$2,656	*
Meetings and travel	*	$1,273	$5,242	*	*	*	$4,992	*
Other physician benefits	*	*	$4,510	*	*	*	$6,586	*
NET INCOME AVAILABLE FOR DISTRIBUTION	$198,796	$96,769	$242,796	$519,749	$232,650	$346,709	$285,357	$196,812
RETAINED EARNINGS	*	*	$13,562	*	$15,702	*	$18,531	*

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Table 9F: Mean Expenses as a Percent of Cash Collections for Selected Single Specialty Groups (continued from Page 39)

EXPENSE CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
MEDICAL/SURGICAL SUPPLY EXPENSES SUBTOTAL	3.00%	6.29%	1.99%	.60%	1.00%	.25%	2.45%	3.97%
Drugs and medications	*	*	*	*	*	*	.68%	*
General medical supplies/instruments	*	3.35%	*	*	*	*	2.26%	*
Laundry and linens	*	*	.08%	*	*	*	.15%	*
BUILDING AND OCCUPANCY EXPENSES SUBTOTAL	6.33%	7.42%	3.15%	3.07%	3.72%	3.06%	5.11%	4.81%
Rental/depreciation/occupancy	*	6.09%	2.77%	*	*	*	4.41%	*
Utilities	*	*	.42%	*	*	*	.50%	*
Housekeeping and maintenance supplies	*	*	.20%	*	*	*	.21%	*
Contracted janitorial services	*	.52%	*	*	*	*	.36%	*
FURNITURE AND EQUIPMENT EXPENSES SUBTOTAL	2.75%	1.24%	2.77%	.92%	1.11%	1.35%	1.64%	*
Rental and depreciation	*	*	.80%	*	*	*	1.12%	*
Other furniture and equipment expenses	*	.74%	*	*	*	*	.62%	*
OFFICE SUPPLIES/SERVICES EXPENSES SUBTOTAL	1.99%	1.89%	1.26%	.44%	.94%	.88%	1.49%	*
TELEPHONE EXPENSES SUBTOTAL	1.11%	1.55%	.41%	.83%	.92%	.95%	.97%	*
INSURANCE PREMIUMS SUBTOTAL	4.47%	1.77%	2.18%	6.33%	5.09%	6.54%	5.36%	*
Professional liability	*	1.56%	1.70%	*	*	*	5.03%	*
Other insurance	*	.22%	.30%	*	*	*	.33%	*
OUTSIDE PROFESSIONAL FEES SUBTOTAL	1.63%	1.95%	1.18%	1.42%	1.32%	.94%	1.22%	1.00%
Medical (nonphysician) professionals	*	*	*	*	*	*	.73%	*
Legal and accounting	*	.79%	.70%	*	*	*	.95%	*
Management consultants	*	*	*	*	*	*	1.08%	*
Other nonphysician consultants	*	*	*	*	*	*	.50%	*
PROMOTION AND MARKETING EXPENSES SUBTOTAL	.82%	.60%	.49%	.66%	.37%	*	.55%	*
GROUP INTEREST EXPENSES SUBTOTAL	.65%	.49%	.58%	*	.47%	*	.91%	*
OTHER NONPHYSICIAN EXPENSES SUBTOTAL	4.92%	3.88%	4.25%	2.31%	3.95%	*	3.03%	*
TOTAL NONPHYSICIAN EXPENSES	48.82%	55.80%	34.02%	27.43%	31.83%	29.08%	42.50%	37.99%

Table 9H: Mean Expenses and Earnings as a Percent of Cash Collections for Selected Single Specialty Groups

EXPENSE OR EARNINGS CATEGORY	SINGLE SPECIALTY GROUP TYPE							
	OTOLARYN-GOLOGY	PEDIATRICS	RADIOLOGY	SURGERY: CARDIOVAS.	SURGERY: GENERAL	SURGERY: NEUROLOG.	SURGERY: ORTHOPEDIC	UROLOGY
PHYSICIAN CONSULTANT EXPENSES SUBTOTAL	*	*	2.91%	*	*	*	1.62%	*
Fees to consulting pathologists	*	*	*	*	*	*	*	*
Fees to consulting radiologists	*	*	*	*	*	*	*	*
Fees to other consulting physicians	*	*	*	*	*	*	1.94%	*
NET INCOME BEFORE DISTRIBUTION TO GROUP	51.18%	43.42%	65.28%	72.43%	68.16%	70.67%	57.24%	61.50%
PHYSICIAN BENEFITS EXPENSES SUBTOTAL	6.50%	8.51%	11.51%	9.38%	10.01%	11.43%	9.54%	11.68%
Payroll taxes	*	2.73%	2.47%	*	*	*	2.23%	*
Insurance-health/disability/life/etc.	*	1.66%	1.21%	*	*	*	1.35%	*
Retirement and/or profit sharing	*	3.46%	8.32%	*	*	*	5.60%	*
Dues, membership, and license fees	*	.53%	.53%	*	*	*	.52%	*
Meetings and travel	*	.46%	1.37%	*	*	*	.88%	*
Other physician benefits	*	*	1.03%	*	*	*	1.34%	*
NET INCOME AVAILABLE FOR DISTRIBUTION	43.95%	34.58%	53.66%	64.95%	57.07%	58.17%	47.33%	49.81%
RETAINED EARNINGS	*	*	2.61%	*	4.08%	*	3.71%	*

NOTES: DATA FOR UNIVERSITY AFFILIATED GROUPS ARE EXCLUDED FROM ALL TABLES.
AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF VALID CASES IS LESS THAN 6.

Medical Group Management Association
1988 Production Survey Based on 1987 Data

Introduction

The 1988 MGMA Production Survey Report is based on 1987 annual medical and surgical gross charges reported by MGMA member groups in the United States and Canada. Survey questionnaires were mailed to all 3,486 MGMA member groups; 721 surveys were returned, of which 712 were used to compile this report. Responding medical groups provided information concerning 12,770 group practice physicians and 912 nonphysician providers. The production survey report displays only those categories for which there was a minimum of 6 physician responses. This decision was made to both insure the anonymity of the providers involved and to increase the validity of the data contained in the report.

Confidentiality of the data reported in the survey questionnaires has been strictly adhered to. Respondents were asked not to sign or identify questionnaires, and plain envelopes were provided for responses. Returned questionnaires were edited for clarity and content validity by the Center for Research staff. When a questionnaire contained incomplete data, a decision was made as to whether the data would be included in the computations. No attempt was made to contact the respondents, as their identities were not known.

The format and content of the MGMA Production Survey are the responsibility of the MGMA Financial Management Committee. The production survey questionnaire requested that respondents state how production was measured in their responses. Responding medical groups noted whether production was measured as professional services (charges for professional care and the professional component of ancillary services) or as total production (professional care and the total ancillary charge). Separate tables were computed in this report for both measures of production. The production survey questionnaire is reprinted on page 64 of this report.

If you have a question concerning the survey results, or comments on how this report or the survey questionnaire could be improved, please contact the MGMA/CRAHCA staff. Your continued participation in the survey is greatly appreciated.

—1988 MGMA Financial Management Committee and the MGMA/CRAHCA Staff

How to Use This Report

Production data reported in these survey results are represented by average number of patient encounters and by physician gross billings. These measures are reported for 39 physician specialties and 8 nonprovider categories. The specialty categories comprise board certified physicians, physicians (without board certification) practicing in the specialty, and physician residents in training.

Each respondent provided the annual gross charges billed by each full-time physician and nonphysician provider in the medical group. Medical groups were asked to provide the full value of gross charges, before such charges were reduced by courtesy allowances, bad debts, contractual arrangements with third parties, etc.

Mean number of outpatient visits data are reported for each specialty. Respondents were requested to average the number of patient encounters that physicians or nonphysician providers produced in each specialty. An encounter is defined as an identifiable contact between a patient and a medical group health care professional, whether or not a charge is generated. Gross charges information provided includes both outpatient and inpatient charges; thus, the average number of visits data, located on page 47, cannot be used in conjunction with other tables in the report to compute gross charges per outpatient visit information. Caution also should be used in interpreting the average number of visits data. The editing process excluded from the report any data reported in excess of 10,000 annual visits per physician; however, in certain specialties an extremely large variance still remains in the data provided.

Annual physician and nonphysician gross charges information is reproduced as reported by the survey respondents. Each unit of the following tables represents the gross charges of a group practice physician or nonphysician provider. Data provided by university groups were separated from other reporting medical groups and are provided in a separate report; copies of this university group report are available on request from MGMA.

To aid in interpreting the data, the gross charges range in which the median value occurs is noted by an asterisk (*). Simply stated, the median is the midpoint of all responses for that particular specialty after all the data are ranked from low to high. For example, for a specialty in which gross charges are reported for 83 physicians, the median is the gross charges category where the 42nd-ranked physician would be classified.

To use this report, you should evaluate both the median and the apparent distribution of the data. For example, on page 48, professional services gross charges information reported by 407 nonuniversity-affiliated medical groups is shown. The median of the first category, Allergy/Immunology, occurs in the range $280,000-$299,000, representing average gross charges produced by the 77 physicians in the sample. The distribution of the gross charges data is also important, as it indicates that a significant number (19.5 percent) of the physicians had annual gross charges exceeding $400,000, with the highest level noted at more than $900,000. Examining the gross charges data distribution may also reveal that the specialty has several different practice patterns. An example would be pathology, in which three distinct groupings of physician gross charges occur.

Appropriate caution should be used when interpreting the data. The information in this report has been compiled from the responses of 712 medical groups but may not be representative of all physicians, or even of group practices. In addition to evaluating the average number of visits, particular caution should be exercised in evaluating small samples of data, because the smaller the number of respondents, the lower the level of confidence that can be placed in the sample data.

The report is copyrighted by the Medical Group Management Association. The MGMA/CRACHA staff realizes the sensitive nature of physician production information and maintains strict confidence in the treatment of individual responses.

Demographic Profile of Respondents

Table A: Geographic Distribution (MGMA Section)

	Frequency	Percent
Eastern	124	17.4%
Midwest	230	32.3%
Southern	194	27.3%
Western	164	23.0%
	712	100.0%

Table B: Size of Medical Group (Number of FTE Physicians)

	Frequency	Percent
6 or Fewer	302	42.4%
6.1 to 15	185	26.0%
15.1 to 25	88	12.4%
25.1 to 35	47	6.6%
35.1 to 50	30	4.2%
50.1 or more	60	8.4%
	712	100.0%

Table C: Type of Medical Group

	Frequency	Percent
Single Specialty	415	58.4%
Multispecialty	296	41.6%
	711	100.0%
Missing	1	

Table D: Medical Group Payment Mechanism

	Frequency	Percent
Fee-for-Service	496	69.9%
Fee-for-Service/Prepaid	213	30.0%
Prepaid	1	.1%
	710	100.0%
Missing	2	

Table E: University Affiliation

	Frequency	Percent
Yes	23	3.2%
No	688	96.8%
	711	100.0%
Missing	1	

Table F: Time Required to Complete Survey Questionnaire

	Frequency	Percent
1 Hour or Less	525	75.0%
1.1 to 2 Hours	87	12.5%
2.1 to 4 Hours	54	7.7%
4.1 to 8 Hours	21	3.0%
8.1 to 16 Hours	10	1.4%
More than 16 Hours	3	.4%
	700	100.0%
Missing	12	

Medical Group Management Association
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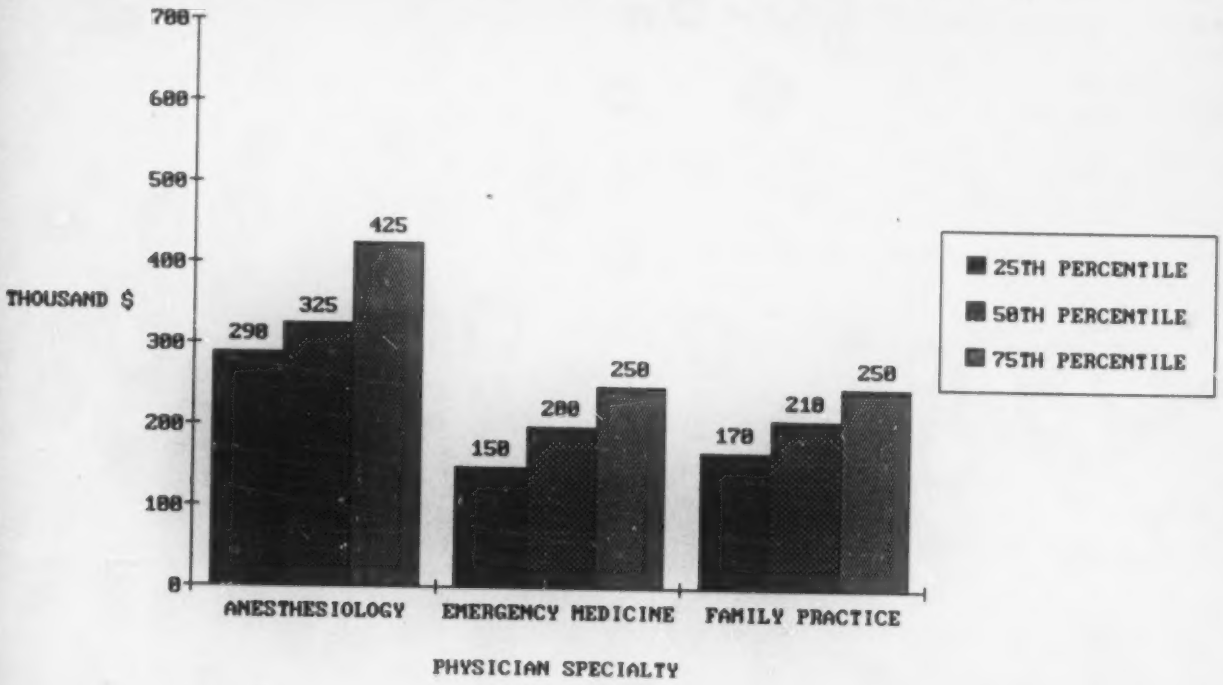
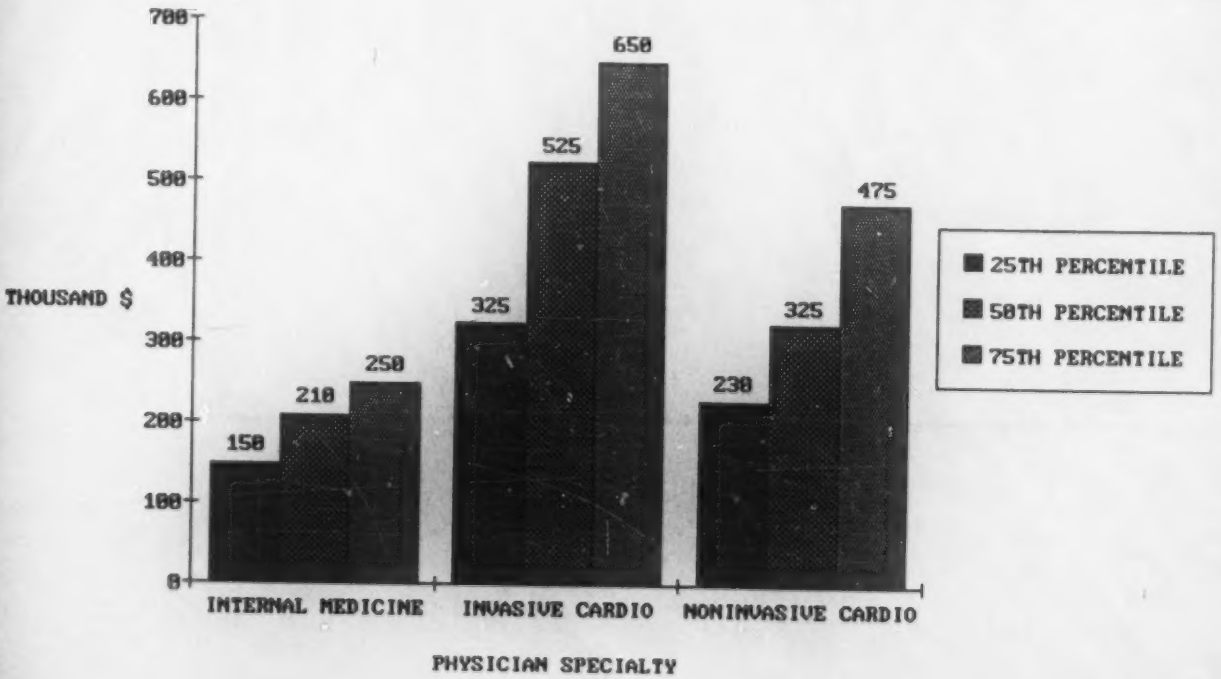
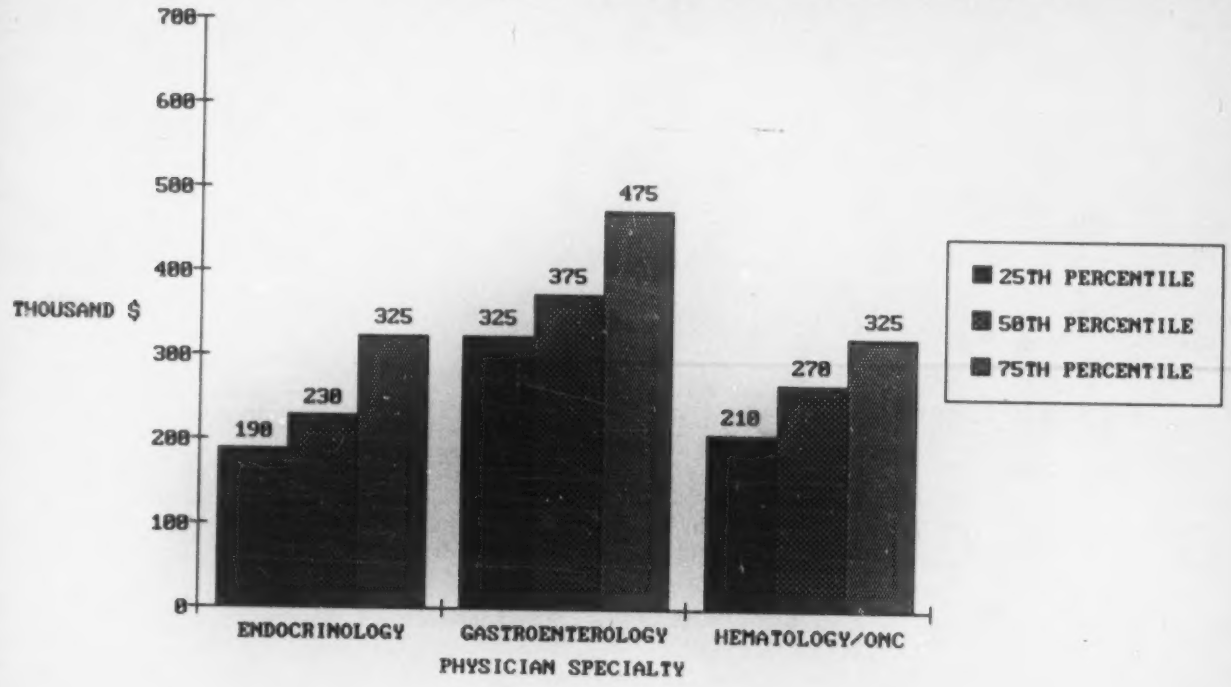
Graph 1A: Professional Services Gross Charges for Selected Physician Specialties



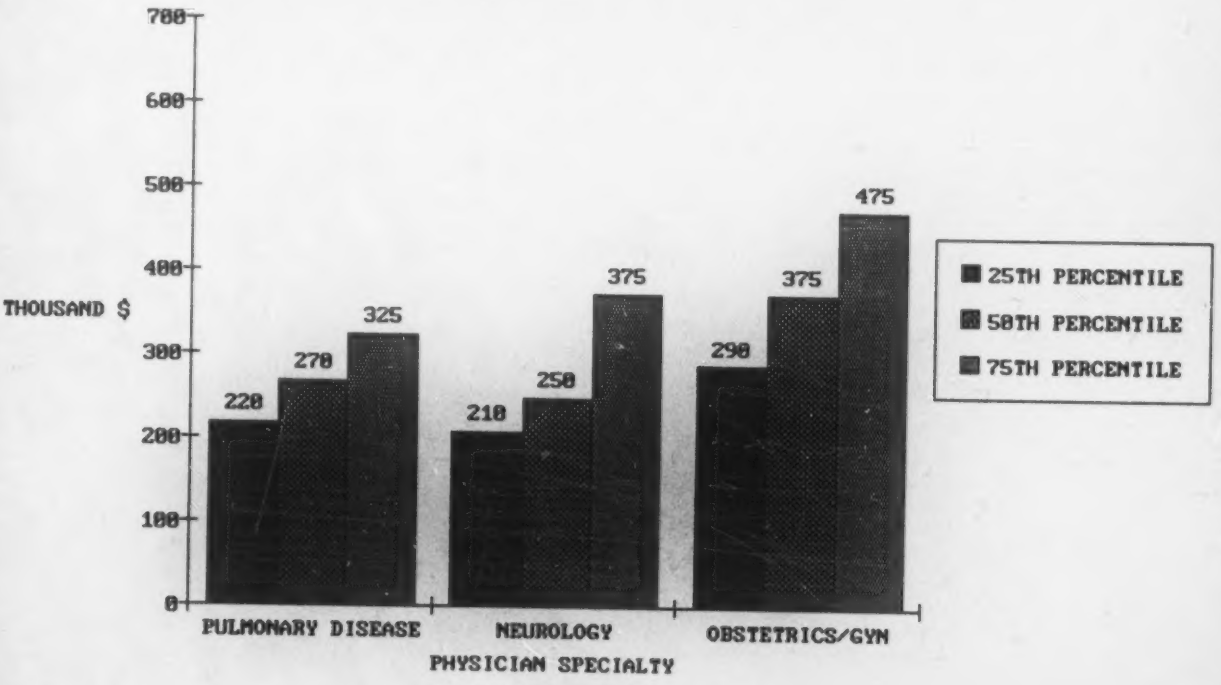
Graph 1B: Professional Services Gross Charges for Selected Physician Specialties



Graph 1C: Professional Services Gross Charges for Selected Physician Specialties



Graph 1D: Professional Services Gross Charges for Selected Physician Specialties



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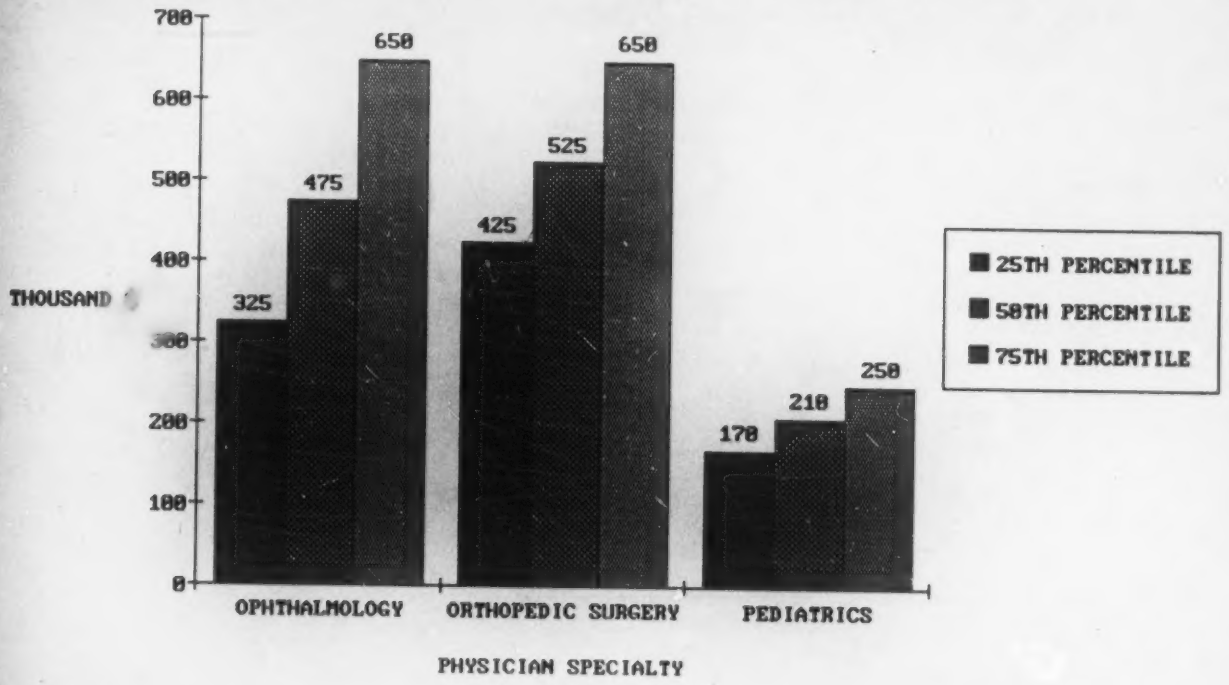
Graph 1E: Professional Services Gross Charges for Selected Physician Specialties



Graph 1F: Professional Services Gross Charges for Selected Physician Specialties

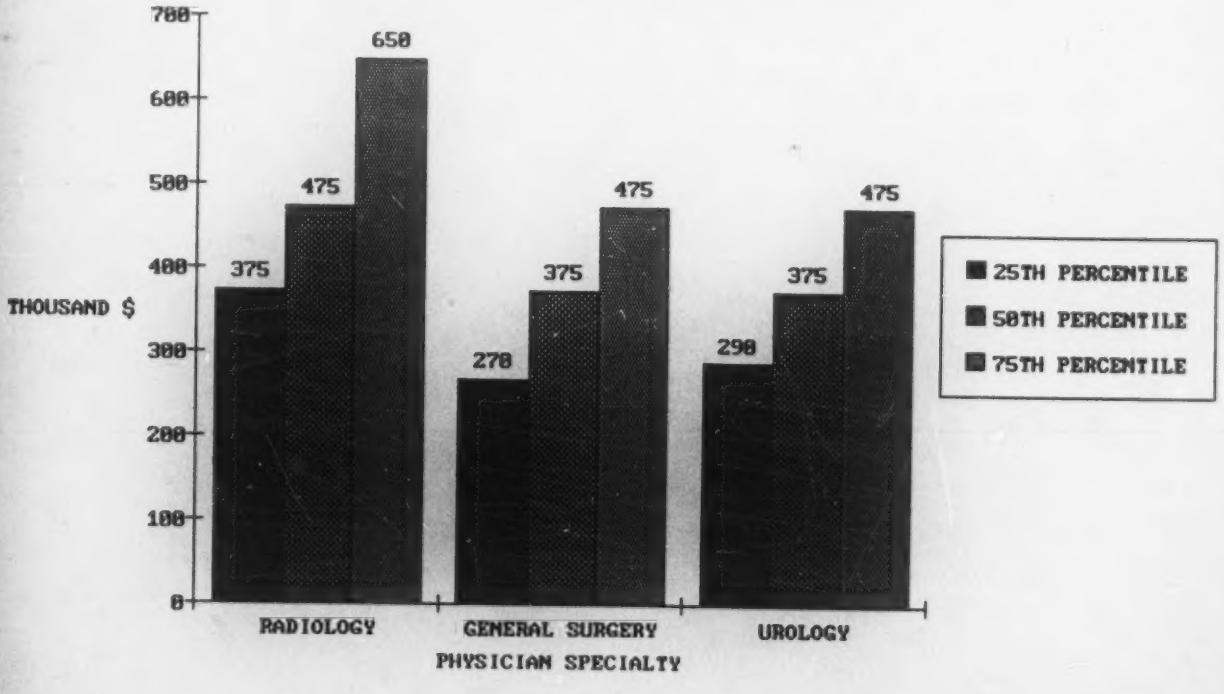


Table 2A: Mean Outpatient Encounters per FTE Physician by Geographic Section for All Respondents (688 Medical Groups Responding)

PHYSICIAN SPECIALTY	ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
ALLERGY/IMMUNOLOGY	4.428	*	4.036	5.227	4.031
ANESTHESIOLOGY	1.820	*	*	*	*
CARDIOVASCULAR SURGERY	3.223	*	*	*	*
COLON & RECTAL SURGERY	2.870	*	*	*	*
DENTISTRY	2.953	*	*	*	*
DERMATOLOGY	6.504	6.970	7.012	6.139	5.385
EMERGENCY MEDICINE	4.804	4.500	4.784	4.446	4.443
FAMILY/GENERAL MEDICINE	5.386	4.688	5.568	5.548	5.104
OCCUPATIONAL MEDICINE	4.674	*	4.959	5.387	3.231
INTERNAL MEDICINE	3.895	3.500	4.112	3.576	4.087
INVASIVE CARDIOLOGY	1.976	2.253	1.897	1.967	1.941
NONINVASIVE CARDIOLOGY	2.836	2.540	3.457	2.513	2.606
ENDOCRINOLOGY	3.582	3.967	3.509	3.477	3.485
GASTROENTEROLOGY	2.638	3.228	2.293	2.474	2.974
HEMATOLOGY/ONCOLOGY	3.313	3.949	3.491	2.586	3.442
INFECTIOUS DISEASE	3.352	3.676	2.944	*	3.944
NEPHROLOGY	2.892	*	3.216	2.303	2.826
PULMONARY DISEASE	2.780	3.462	3.029	2.335	2.564
RHEUMATOLOGY	3.886	3.768	4.498	3.610	3.605

PHYSICIAN SPECIALTY	ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
NEONATOLOGY	4.503	*	*	*	*
NEUROLOGY	2.419	2.138	2.755	2.289	1.738
NEUROSURGERY	1.656	*	1.517	1.572	*
NUCLEAR MEDICINE	3.425	*	*	*	*
OBSTETRICS/GYNECOLOGY	3.696	3.964	3.684	3.834	3.402
GYNECOLOGY	3.111	*	*	3.455	3.391
OPHTHALMOLOGY	5.151	5.668	5.265	5.264	4.402
ORAL SURGERY	2.902	*	3.534	*	*
ORTHOPEDIC SURGERY	3.739	3.902	3.834	3.870	3.298
OTOLARYNGOLOGY	4.408	4.725	4.688	3.610	4.210
PATHOLOGY	*	*	*	*	*
PEDIATRICS	5.410	6.095	5.214	5.439	5.444
PHYSICAL MEDICINE	1.643	*	*	*	*
PLASTIC SURGERY	2.719	*	*	*	*
PSYCHIATRY	2.028	*	1.956	1.389	*
RADIATION THERAPY	4.395	*	*	*	*
RADIOLOGY	8.779	*	*	8.921	8.320
GENERAL SURGERY	2.228	2.595	2.171	2.119	2.264
UROLOGY	3.102	3.130	3.296	3.160	2.982
VASCULAR/THOR SURG	1.896	*	2.197	1.993	*

Table 2B: Mean Outpatient Encounters per FTE Nonphysician Provider by Geographic Section for All Respondents (688 Medical Groups Responding)

PROVIDER SPECIALTY	ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
AUDIOLOGY	2.238	*	2.142	*	*
NURSE PRACTITIONER	2.584	1.953	2.639	*	2.788
OPTOMETRIST	3.005	*	3.165	3.207	*
PHYSICAL THERAPIST	3.611	*	3.552	*	3.376
PHYSICIANS ASSISTANT	2.749	*	2.806	*	3.018
PODIATRY	3.478	*	3.671	*	*
PSYCHOLOGY	1.351	*	1.191	*	*
SOCIAL WORK	1.389	*	*	*	*

Notes: Data for university affiliated groups are excluded from all tables.
An asterisk indicates that data are suppressed when the number of valid cases is less than 6.

Medical Group Management Association
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Table 3A: Physician Frequency Distribution by Professional Services Gross Charges Category for All Respondents (407 Medical Groups Responding)

GROSS CHARGES (THOUSANDS)

	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
ALLERGY/IMMUNOLOGY	3	2	2	4	4	3	3	8	3	5	2*	16	7	4	3	1	1	4	1		1	77
ANESTHESIOLOGY	4				2	5	12	12	9	14	30	50*	31	28	22	23	8	4	6			260
CARDIAC SURGERY	1						1		1	1			6	6	4		1	5*	9	1	11	47
COLON & RECTAL SURG		1				2			1				1					2	5*	2	1	15
DENTISTRY		2	1	1	1	4	1*	3	2	2	2											19
DERMATOLOGY	3		2	4	4	9	8	9	6	9	13*	11	7	11	8	5	6	1		1	1	118
EMERGENCY MEDICINE	7	5	13	18	11	9*	13	14	10	4	2	7	7	3	1		1	1				126
FAMILY/GEN MEDICINE	47	33	72	85	110	144	136*	99	67	52	39	60	33	28	8	5		1		2		1021
OCCUPATIONAL MEDICINE	2	3	1	4	5*	1	1	2	3			2	2		2	1						29
INTERNAL MEDICINE	68	53	53	84	94	122	120*	108	79	63	51	57	39	17	7	3	3	5			1	1027
INVASIVE CARDIOLOGY	1		1	2	1		2	3	2	2	6	25	12	15	14	18*	18	25	15	6	10	178
NONINVAS CARDIOLOGY	5	4		3	3	6	10	6	9	12	8	19*	8	6	8	8	2	8	6	3	2	138
ENDOCRINOLOGY	2	2	1	6	10	11	6	11*	11	5	4	15	6	1	1	2			1			95
GASTROENTEROLOGY		2			2	1	1	6	7	13	7	26	34*	25	20	10	10	12	6	3	1	186
HEMATOLOGY/ONCOLOGY	1	4	4	6	15	13	25	14	7	23*	17	21	14	10	11	3		5	2	1		196
INFECTIOUS DISEASE	1		3	2	8	4	5*	6	5	2	2		5	1	1		1					46
NEPHROLOGY	1	3	2	2		8	5	2	5	5	4*	15	6	3	2	3	1	1	2			70
PULMONARY DISEASE	3	3		4	8	8	9	9	18	15*	15	15	13	8	4	5		2	1			140
RHEUMATOLOGY	2	1	5	13	9	16	10*	9	7	8	5	8	8	2	6	2	1					112
NEONATOLOGY				1	2		2		1	2		5*	2	2								17
NEUROLOGY	5		3	7	14	8	18	14	14*	8	9	15	17	17	7	1	2	4	1			164
NEUROSURGERY								1				2	3	4	2	3	7*	6	4	4	5	41
NUCLEAR MEDICINE								1		1		1	2	2*	1	2	2			1		13
OBSTETRICS/GYNECOLOGY	4	4	3	4	4	10	10	16	23	32	20	76	65*	69	59	40	26	25	11	5	12	518

University-affiliated medical groups are excluded from the above tables.
* Indicates median class of reported data
(Data for each specialty represent number of FTE physicians and dentists reporting gross charges for that specialty)
(Data not shown for specialties with less than 5 FTEs reporting)

Table 3A: (continued)

	GROSS CHARGES (THOUSANDS)																				
	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
GYNECOLOGY	2		2	1	4	2	8	3	6	3*	2	9	4	5	1		2	1	1		2	58
OPHTHALMOLOGY	3	1	1	4	3	3	5	5	9	5	7	23	15	27	11*	17	12	24	15	10	32	232
ORAL SURGERY	1					3		2	1	1	1*	5	1		1	1					1	18
ORTHOPEDIC SURGERY	4	3	2	3	2	3	1	5	10	6	3	29	45	50	50	60*	40	60	41	24	40	481
OTOLARYNGOLOGY	2	1	3	1	2	5	7	5	12	8	13	34	20*	21	14	20	10	8	6	6	5	203
PATHOLOGY	3				1	6					2	6	1	5*		3	5		1		6	39
PEDIATRICS	38	25	31	35	67	62	67*	49	50	29	33	29	25	8	3	1	1	1				554
PHYSICAL MEDICINE	1		1	2	4	3*	3	1	1		1	3		1								21
PLASTIC SURGERY	1		1	1	1		1	1		1	3	3	2*	1	4	2	2	3		1		28
PSYCHIATRY	13	5	6	15	15	7*	13	8	1	1	17	6	1		2							110
RADIATION THERAPY							1		1		4	9*	2	2	1			3	1		3	27
RADIOLOGY	11	1				1		2	2	6	1	11	67	7	37*	38	11	33	10	11	19	268
GENERAL SURGERY	9	2	2	5	11	13	16	15	22	21	20	51	67*	63	30	34	21	19	16	8	5	450
UROLOGY	1	3	1	2	1	4	3	9	8	7	9	22	25*	21	17	9	6	9	6	7	4	174
VASCULAR/THORACIC SURG	1				1			3	1	1		8	5	4	5*	8	3	6	2	3	5	56

Table 3B: Nonphysician Provider Frequency Distribution by Professional Services Gross Charges Category for All Respondents (407 Medical Groups Responding)

	GROSS CHARGES (THOUSANDS)																				
	LESS THAN 10	10 TO 19	20 TO 29	30 TO 39	40 TO 49	50 TO 59	60 TO 69	70 TO 79	80 TO 89	90 TO 99	100 TO 109	110 TO 119	120 TO 129	130 TO 139	140 TO 149	150 TO 159	160 TO 169	170 TO 179	180 TO 189	190 TO 199	200 AND OVER	TOTAL FTE STAFF
AUDIOLOGY	3	1	2	2	2	4	3	7	6	4*	7	4	4	7			3				4	63
NURSE PRACTITIONER	10	8	7	6	7	8	14*	8	6	9	9	3	3	4	2	1			1		1	107
OPTOMETRY	1		3	2	2	3	2	5	5	19*	2	6	3	9	2	2	2	1		1	12	82
PHYSICAL THERAPY	1	3	1	1	2	5	2	6	7	24	4	11*	11	3	1	2	1	6	2	4	18	115
PHYSICIAN'S ASSISTANT	5	4	8	3	8	6	6	9*	5	4	4	3	6	2	1	3	4	1		1	5	88
PODIATRY						1				3			1	1	1	3			1*	3	7	21
PSYCHOLOGY	4	1		1	1	2	5	2	6	8	6*	6	7	5	5	1	4	1		2	4	71
SOCIAL WORK			2	4	7		8	8*	10	5	3	2	2		3		1		1			56

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Table 4A: Physician Frequency Distribution by Combined Professional Services and Ancillary Services Gross Charges Category for All Respondents (281 Medical Groups Responding)

	GROSS CHARGES (THOUSANDS)																				
	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
ALLERGY/IMMUNOLOGY	2			2	1	1	1	1	2	1	3	6*	7	2	3	2	1	2		1		38
ANESTHESIOLOGY				1	2							26	16	1		1	35*	12			5	99
CARDIAC SURGERY							1			1							1	2	2	4	13*	24
COLON & RECTAL SURG			1										1						1*	1	2	6
DENTISTRY																						
DERMATOLOGY	1	1	2	2	4	1	6	2	1	2	3*	2	9	3	2	3	1	1	3	1		50
EMERGENCY MEDICINE	14	1	3	3	2	3	5	4*	4	16		1	4		2	1	1					64
FAMILY/GEN MEDICINE	33	19	16	47	35	40	49	71	58*	46	50	97	53	25	12	6	2	2				661
OCCUPATIONAL MEDICINE	1				2	1	1	4*				1	2		1							13
INTERNAL MEDICINE	9	10	6	10	16	80	27	38	32*	29	25	63	32	33	8	5	3	2	1	9	1	439
INVASIVE CARDIOLOGY	2	5	1			1			3	6	1	9	3	13	6*	4	7	11	4	4	17	97
NONINVAS CARDIOLOGY	3				2				3	5	4	8	9*	4	5	2	2	5	3	3	3	61
ENDOCRINOLOGY	1	1	1	2		1	1	1	2	2	2	6*	1	2	2		4	1	1			31
GASTROENTEROLOGY				2	1	1	1	1	1		2	6	14	15	14*	13	5	6	3		8	93
HEMATOLOGY/ONCOLOGY	1					3		3	2	8	3	7	9	16*	12	7	5	5	1		2	84
INFECTIOUS DISEASE						1					1	7*	4	3								16
NEPHROLOGY	25	20			1	2*	2	1	6	2	2	4	3	1	2		8	3		1	10	93
PULMONARY DISEASE	1	1	1	1			3	1	3	11	6	13*	16	12	2	2			1			74
RHEUMATOLOGY				1		4	5	1	2	3	1*	11	2	1				1	1		1	34
NEONATOLOGY					1		1						1		1*	1		2				7
NEUROLOGY	1	1	1		3	2	2	3	3	5	8	4	6*	7	2	4	3	7	2	1	2	67
NEUROSURGERY			1					1		1		1	8	2	2	4	1	3*	12	5	4	45
NUCLEAR MEDICINE																						
OBSTETRICS/GYNECOLOGY	2	1	2	1	1	2	4	9	6	7	2	31	36	28*	43	20	20	20	9	3	3	250

University-affiliated medical groups are excluded from the above tables.
* Indicates median class of reported data
(Data for each specialty represent number of FTE physicians and dentists reporting gross charges for that specialty)
(Data not shown for specialties with less than 5 FTEs reporting)

Table 4A: (continued)

	GROSS CHARGES (THOUSANDS)																				
	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
GYNECOLOGY	2	1	1		2	2		2			1	1*	7	2	2							23
OPHTHALMOLOGY	2	1	1		5	1	4	3	3	4	5	8	13	8*	8	9		6	7	1	16	105
ORAL SURGERY									1			2	3*	3	2							11
ORTHOPEDIC SURGERY	3	1	2	1		1	4	4	4	3	4	8	26	32	32	40	27*	39	59	18	35	343
OTOLARYNGOLOGY					1	1	1	3	3	2	7	10	11*	7	10	3	3	5	1	1	2	71
PATHOLOGY	1						5							2				11*			6	25
PEDIATRICS	6	7	9	15	11	13	25	25	19*	14	24	26	35	9	1	2	4					245
PHYSICAL MEDICINE		1		1		1	1*	1			1			1		1						8
PLASTIC SURGERY											1	1	1			1	3*	2		1		10
PSYCHIATRY	6	4	7	5	6*	3	4	3	2	5	2	3						1		1		52
RADIATION THERAPY															1			1		2	5*	9
RADIOLOGY	2							1				28	2	17	2	5		20*	6	10	28	121
GENERAL SURGERY		2	2	4	2	7	4	11	9	4	1	20	27*	18	11	15	9	18	6	2	3	175
UROLOGY			2				1		3	2	1	5	4	14*	7	5	5	3	2	2	3	59
VASCULAR/THORACIC SURG								1	2	1	1	2	3	2		6*	3	5	2	2	3	33

Table 4B: Nonphysician Provider Frequency Distribution by Combined Professional Services and Ancillary Services Gross Charges for All Respondents (281 Medical Groups Responding)

	GROSS CHARGES (THOUSANDS)																				
	LESS THAN 10	10 TO 19	20 TO 29	30 TO 39	40 TO 49	50 TO 59	60 TO 69	70 TO 79	80 TO 89	90 TO 99	100 TO 109	110 TO 119	120 TO 129	130 TO 139	140 TO 149	150 TO 159	160 TO 169	170 TO 179	180 TO 189	190 TO 199	200 AND OVER	TOTAL FTE STAFF
AUDIOLOGY				1	1	2	1	1	6*	3	5	1	2		1							24
NURSE PRACTITIONER		1	1	3	3	2	1	2	1	3*	2	1	2	1	3	1		2			1	30
OPTOMETRY			1			2					2	2		3*	1						5	16
PHYSICAL THERAPY	4		1	2	1	2	5	3		2		3	5	1	5*	13		3	1		13	64
PHYSICIAN'S ASSISTANT	2	5	1		3	1	1	6	2		4*	1	3	3	4	2	2			1	9	50
PODIATRY																						
PSYCHOLOGY			1		2	1	2	1	5	1	3	3	4	24*	2	3	1		1		1	55
SOCIAL WORK																						

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Table 5A: Physician Frequency Distribution by Professional Services Gross Charges Category for Medical Groups with Prepaid Revenue (134 Medical Groups Responding)

	GROSS CHARGES (THOUSANDS)																					
	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
ALLERGY/IMMUNOLOGY		1	2	4	2	2	2	4	3	4		11*	4	3	1	1	1	3			1	49
ANESTHESIOLOGY	4				2	4	7	5	8	9	9	17*	27	27		2	2	1	5			129
CARDIAC SURGERY	1												5	5	1		1	2*	8	1	3	27
COLON & RECTAL SURG						2			1				1*						1	2	1	8
DENTISTRY		1		1	1	4	1	3*	2	2	2											17
DERMATOLOGY	1		1	4	2	8	4	6	5	5	8*	6	5	9	4	4	4	1				77
EMERGENCY MEDICINE	3	1	5	12	5	6	7*	9	4	3	2	3	6	1								67
FAMILY/GEN MEDICINE	26	19	52	59	83	111*	97	66	45	36	20	30	16	14	4	3		1		1		683
OCCUPATIONAL MEDICINE	2	2	1	3	3*	1		1	2			1	2									18
INTERNAL MEDICINE	53	42	42	64	66	85*	71	54	54	32	29	23	9	7	4	1	1	4				641
INVASIVE CARDIOLOGY	1		1	2			2	1	1		3	7	6	6	7*	11	7	9	4	3	3	74
NONINVAS CARDIOLOGY	3	1		2	3	5	5	4	5	4	4*	5	2	5	5	1	1	6	1	1	2	65
ENDOCRINOLOGY	1	2	1	5	9	7	5*	5	4	5		5	1	1		1						52
GASTROENTEROLOGY		2			1	1		5	3	8	5	14	18*	8	14	3	4	7		1		94
HEMATOLOGY/ONCOLOGY	1	2	2	5	12	10	15	6*	5	13	8	8	7	5	4			2	1			106
INFECTIOUS DISEASE			3	2	6	2*	3	4	1	2	1			1	1							26
NEPHROLOGY	1	1	2	2		5	4	1	4	3*	1	10	2	1		1	1	1	2			42
PULMONARY DISEASE	2	2		4	6	5	8	5	9*	5	8	7	5	4		2						72
RHEUMATOLOGY			4	9	7	11*	5	5	2	4	1	5	4		3	1						61
NEONATOLOGY				1	2		2		1*	2		1	2	1								12
NEUROLOGY	4		2	7	6	2	11	9*	6	7	5	6	5	4	2		1	2	1			80
NEUROSURGERY												2	3	3	1	2*	1	2	2	1	2	19
NUCLEAR MEDICINE								1		1			2*	1	1		1			1		8
OBSTETRICS/GYNECOLOGY	4	4	1	4	3	4	6	13	14	13	15	52	34*	38	33	18	15	8	4	1	6	290

University-affiliated medical groups are excluded from the above tables.
* Indicates median class of reported data
(Data for each specialty represent number of FTE physicians and dentists reporting gross charges for that specialty)
(Data not shown for specialties with less than 5 FTEs reporting)

Table 5A: (continued)

	GROSS CHARGES (THOUSANDS)																					
	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
GYNECOLOGY						1	2	3	1*	1		3	2	1								14
OPHTHALMOLOGY	2	1	1	2	3	3	3	2	4	3	6	9	5	15*	7	10	7	9	8	3	1	104
ORAL SURGERY	1					2		2		1	1	5*	1		1	1					1	16
ORTHOPEDIC SURGERY	3	1	1	1	1	1		4	4	2	2	15	17	27	27*	23	15	24	17	7	11	203
OTOLARYNGOLOGY	1	1	1			3	4	2	6	6	9	20	11*	13	13	9	6	3	3		1	112
PATHOLOGY	3				1	2							1			3*	5		1			16
PEDIATRICS	28	14	21	28	46	35	40*	37	36	17	22	21	14	2	1							362
PHYSICAL MEDICINE	1		1	2	4*	1	1	1	1			3		1								16
PLASTIC SURGERY	1		1		1			1				1	2	1	4*	1	2	2				17
PSYCHIATRY	11	4	4	15	12*	6	12	5	1		1	5	1		2							79
RADIATION THERAPY							1		1		1	3*	2								3	11
RADIOLOGY	9	1				1		2	1	3	1	3		2	16	5*	1	16	4	4	14	83
GENERAL SURGERY	6	1	1	3	7	7	8	8	12	9	13	27	34*	32	16	12	10	10	7	7	1	231
UROLOGY		1		1		1	1	8	5	3	4	11	13*	13	9	1	3	4	3	4		85
VASCULAR/THORACIC SURG								1				3	2	2	1	3*	2	2	1	2	3	22

Table 5B: Nonphysician Provider Frequency Distribution by Professional Services Gross Charges Category for Medical Groups with Prepaid Revenue (134 Medical Groups Responding)

	GROSS CHARGES (THOUSANDS)																					
	LESS THAN 10	10 TO 19	20 TO 29	30 TO 39	40 TO 49	50 TO 59	60 TO 69	70 TO 79	80 TO 89	90 TO 99	100 TO 109	110 TO 119	120 TO 129	130 TO 139	140 TO 149	150 TO 159	160 TO 169	170 TO 179	180 TO 189	190 TO 199	200 AND OVER	TOTAL FTE STAFF
AUDIOLOGY	2	1			2	1	3	5	4	3*	7	2	2	2			1				2	37
NURSE PRACTITIONER	3	5	3	5	4	6	8*	5	5	9	5	2	3	2	1	1					1	68
OPTOMETRY				1		2	1	3	3	18	2*	3	2	8	1	2	1	1			9	57
PHYSICAL THERAPY	1		1	1		1		1	5	18	2	10*	9	3	1	1	1	3	2	3	3	66
PHYSICIAN'S ASSISTANT	1	2	6	2	6		4	6*	3	3	2	1	1	2		2	2			3	3	46
PODIATRY						1				2					1	3			1	3*	7	18
PSYCHOLOGY	2				1	2	2	2	5	6	6	6*	4	4	4	1	4	1		2	3	55
SOCIAL WORK			2	4	6		8	8*	8	4	3	2	2		2		1		1			51

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Table 8A: Physician Frequency Distribution by Professional Services Gross Charges Category for Single Specialty Groups (222 Medical Groups Responding)

	GROSS CHARGES (THOUSANDS)																				
	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
ALLERGY/IMMUNOLOGY																					
ANESTHESIOLOGY					1	4	10	12	4	2	8	28	19*	24	21	21	6	2				162
CARDIAC SURGERY													1					2			7*	10
COLON & RECTAL SURG						2			1*										3			6
DENTISTRY																						
DERMATOLOGY																						
EMERGENCY MEDICINE	2	4	5	3	2*		1	6	1			2	1	2								29
FAMILY/GEN MEDICINE	6	1	2	4	13	14	16	23*	8	7	11	12	8	5	3					1		134
OCCUPATIONAL MEDICINE																						
INTERNAL MEDICINE	2	1	2	3	8	4	12	8	6*	5	4	9	15	4	1	1						85
INVASIVE CARDIOLOGY										1	2	11		5	2	4	4	12*	10	3	6	60
NONINVAS CARDIOLOGY				2		1		2	3	3	1	5*	1	2	2	4	1	1	3	2		33
ENDOCRINOLOGY					1	1	1	2	2*		1	2	1		1	1			1			14
GASTROENTEROLOGY							1				2	6	6	6*	3	3	1	1	2			31
HEMATOLOGY/ONCOLOGY				1	1		2	1		4	3	6*	5	2	1			1				27
INFECTIOUS DISEASE																						
NEPHROLOGY																						
PULMONARY DISEASE		1			1	2			2		3	2*	4	2	2	1			1			21
RHEUMATOLOGY								1	2	4*		2	2		1	1	1					14
NEONATOLOGY																						
NEUROLOGY					2	5	3	3		2	1	4	8*	10	4	1		1				44
NEUROSURGERY																1	4	2*	1	2	1	11
NUCLEAR MEDICINE																						
OBSTETRICS/GYNECOLOGY								1	7	8	1	4	6	14	14*	13	4	11	3	1	1	88

University-affiliated medical groups are excluded from the above tables.
* Indicates median class of reported data
(Data for each specialty represent number of FTE physicians and dentists reporting gross charges for that specialty)
(Data not shown for specialties with less than 5 FTEs reporting)

Table 6A: (continued)

GROSS CHARGES (THOUSANDS)

	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
GYNECOLOGY	1						3					2	1*	2			1	1	1		2	14
OPHTHALMOLOGY								1	1	1		6	6	4	3	4	2	6*	4	3	27	68
ORAL SURGERY																						
ORTHOPEDIC SURGERY		2		1					3	2		4	11	10	21	34	26*	28	27	16	21	206
OTOLARYNGOLOGY	1		1	1	1				1			1	4	3	2*	4	2	3	1	1	4	30
PATHOLOGY						4								5*							6	15
PEDIATRICS		1	1	1	2	5*			6													16
PHYSICAL MEDICINE																						
PLASTIC SURGERY																						
PSYCHIATRY	3		1	1			1	1			16*											23
RADIATION THERAPY											2	8*		2	1			3				16
RADIOLOGY	1								1	2	1	7	51	4	20*	30	7	16	5	7		152
GENERAL SURGERY						1	3		5	2		5	6	9*	3	4	4	3	2		1	48
UROLOGY			1			1	1	1	1			1	2	3	1	4*	2	4	1	1	3	27
VASCULAR/THORACIC SURG								2								1*		2	1			6

Table 6B: Nonphysician Provider Frequency Distribution by Professional Services Gross Charges Category for Single Specialty Groups (222 Medical Groups Responding)

GROSS CHARGES (THOUSANDS)

	LESS THAN 10	10 TO 19	20 TO 29	30 TO 39	40 TO 49	50 TO 59	60 TO 69	70 TO 79	80 TO 89	90 TO 99	100 TO 109	110 TO 119	120 TO 129	130 TO 139	140 TO 149	150 TO 159	160 TO 169	170 TO 179	180 TO 189	190 TO 199	200 AND OVER	TOTAL FTE STAFF
AUDIOLOGY													2	7*			2					11
NURSE PRACTITIONER	3	1	3				2	1*	1	3	3	1				1						19
OPTOMETRY	1		1									2*								1	2	7
PHYSICAL THERAPY		2		1	2	4	1	3*	1	6	1					1					4	26
PHYSICIAN'S ASSISTANT	4	2	1			3*	1	1	2				2	1				1			1	19
PODIATRY																						
PSYCHOLOGY	2	1		1		1	1*		1	1	1			1							1	11
SOCIAL WORK							1	1	2*	2												6

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Table 7A: Physician Frequency Distribution by Professional Services Gross Charges Category for Multispecialty Groups (185 Medical Groups Responding)

GROSS CHARGES (THOUSANDS)

	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
ALLERGY/IMMUNOLOGY		2	2	4	3	3	2	8	3	5	2	16*	7	4	3	1	1	4	1		1	72
ANESTHESIOLOGY	4				1	1	2		5	12	22	22*	12	4	1	2	2	2	6			98
CARDIAC SURGERY	1						1		1	1			5	6	4*		1	3	9	1	4	37
COLON & RECTAL SURG		1											1					2	2*	2	1	9
DENTISTRY		2	1	1	1	4	1*	3	2	2	2											19
DERMATOLOGY	3		2	4	4	9	8	9	6	9	13*	11	7	11	8	5	6	1		1	1	118
EMERGENCY MEDICINE	5	1	8	15	9	9	12*	8	9	4	2	5	6	1	1		1	1				97
FAMILY/GEN MEDICINE	41	32	70	81	97	130*	120	76	59	45	28	48	25	23	5	5		1		1		887
OCCUPATIONAL MEDICINE	2	3	1	4	5*	1	1	2	3			2	2		2	1						29
INTERNAL MEDICINE	66	52	51	81	86	118	108*	100	73	58	47	48	24	13	6	2	3	5			1	942
INVASIVE CARDIOLOGY	1		1	2	1		2	3	2	1	4	14	12	10	12*	14	14	13	5	3	4	118
NONINVAS CARDIOLOGY	5	4		1	3	5	10	4	6	9	7*	14	7	6	6	4	1	7	3	1	2	105
ENDOCRINOLOGY	2	2	1	6	9	10	5	9*	9	5	3	13	5	1		1						81
GASTROENTEROLOGY		2			2	1		6	7	13	5	20	28*	19	17	7	9	11	4	3	1	155
HEMATOLOGY/ONCOLOGY	1	4	4	5	14	13	23	13	7	19*	14	15	9	8	10	3		4	2	1		169
INFECTIOUS DISEASE	1		3	2	8	4	5*	6	5	2	1		5	1	1		1					45
NEPHROLOGY	1	3	2	2		8	5	2	5	5	2*	14	6	3	2	3	1	1	2			67
PULMONARY DISEASE	3	2		4	7	6	9	9	16	15*	12	13	9	6	2	4		2				119
RHEUMATOLOGY	2	1	5	13	9	16	10*	8	5	4	5	6	6	2	5	1						98
NEONATOLOGY				1	2		2		1	2*		2	2	2								14
NEUROLOGY	5		3	7	12	3	15	11	14*	6	8	11	9	7	3		2	3	1			120
NEUROSURGERY								1				2	3	4	2	2	3*	4	3	2	4	30
NUCLEAR MEDICINE								1		1			2	2*	1		2			1		10
OBSTETRICS/GYNECOLOGY	4	4	3	4	4	10	10	15	16	24	19	72	59*	55	45	27	22	14	8	4	11	430

University-affiliated medical groups are excluded from the above tables.
* Indicates median class of reported data
(Data for each specialty represent number of FTE physicians and dentists reporting gross charges for that specialty)
(Data not shown for specialties with less than 5 FTEs reporting)

Table 7A: (continued)

GROSS CHARGES (THOUSANDS)

	LESS THAN 100	100 TO 119	120 TO 139	140 TO 159	160 TO 179	180 TO 199	200 TO 219	220 TO 239	240 TO 259	260 TO 279	280 TO 299	300 TO 349	350 TO 399	400 TO 449	450 TO 499	500 TO 549	550 TO 599	600 TO 699	700 TO 799	800 TO 899	900 AND OVER	TOTAL FTE MD/DDS
GYNECOLOGY	1		2	1	4	2	5	3	6*	3	2	7	3	3	1		1					44
OPHTHALMOLOGY	3	1	1	4	3	3	5	4	8	4	7	17	9	23*	8	13	10	18	11	7	5	164
ORAL SURGERY	1					3		2	1	1	1*	5	1		1	1					1	18
ORTHOPEDIC SURGERY	4	1	2	2	2	3	1	5	7	4	3	25	34	40	29*	26	14	32	14	8	19	275
OTOLARYNGOLOGY	1	1	2		1	5	7	5	11	8	13	33*	16	18	12	16	8	5	5	5	1	173
PATHOLOGY	3				1	2					2	6*	1			3	5		1			24
PEDIATRICS	38	24	30	34	65	57	67*	49	44	29	33	29	25	8	3	1	1	1				538
PHYSICAL MEDICINE	1		1	2	4	2*	2	1	1			3		1								18
PLASTIC SURGERY	1		1	1	1		1	1			3	3	2*	1	4	2	2	3				26
PSYCHIATRY	10	5	5	14	15*	7	12	7	1	1	1	6	1		2							87
RADIATION THERAPY							1		1		2	1	2*						1		3	11
RADIOLOGY	10	1				1		2	1	4		4	16	3	17*	8	4	17	5	4	19	116
GENERAL SURGERY	9	2	2	5	11	12	13	15	17	19	20	46	61*	54	27	30	17	16	14	8	4	402
UROLOGY	1	3		2	1	3	2	8	7	7	9	21	23*	18	16	5	4	5	5	6	1	147
VASCULAR/THORACIC SURG	1				1			1	1	1		8	5	4	5*	7	3	4	1	3	5	50

Table 7B: Nonphysician Provider Frequency Distribution by Professional Services Gross Charges Category for Multispecialty Groups (185 Medical Groups Responding)

GROSS CHARGES (THOUSANDS)

	LESS THAN 10	10 TO 19	20 TO 29	30 TO 39	40 TO 49	50 TO 59	60 TO 69	70 TO 79	80 TO 89	90 TO 99	100 TO 109	110 TO 119	120 TO 129	130 TO 139	140 TO 149	150 TO 159	160 TO 169	170 TO 179	180 TO 189	190 TO 199	200 AND OVER	TOTAL FTE STAFF
AUDIOLOGY	3	1	2	2	2	4	3	7	6*	4	7	4	2				1				4	52
NURSE PRACTITIONER	7	7	4	6	7	8	12*	7	5	6	6	2	3	4	2				1		1	88
OPTOMETRY			2	2	2	3	2	5	5	19*	2	4	3	9	2	2	2	1			10	75
PHYSICAL THERAPY	1	1	1			1	1	3	6	18	3	11*	11	3	1	1	1	6	2	4	14	89
PHYSICIAN'S ASSISTANT	1	2	7	3	8	3	5	8*	3	4	4	3	4	1	1	3	4			1	4	69
PODIATRY						1				3			1	1	1	3			1*	3	7	21
PSYCHOLOGY	2				1	1	4	2	5	7	5	6*	7	4	5	1	4	1		2	3	60
SOCIAL WORK			2	4	7		7	7*	8	3	3	2	2		3		1		1			50

Medical Group Management Association
1988 Production Survey Based on 1987 Data

Table 8A: Median Physician Professional Services Gross Charges by Geographic Section (407 Medical Groups Responding)

PHYSICIAN SPECIALTY		ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
ALLERGY/IMMUNOLOGY	MEDIAN	290,000	307,500	297,500	290,000	297,500
	# OF PHYSICIANS	77	8	36	17	16
ANESTHESIOLOGY	MEDIAN	325,000	475,000	290,000	425,000	290,000
	# OF PHYSICIANS	260	57	57	75	71
CARDIOVASCULAR SURGERY	MEDIAN	650,000	475,000	700,000	750,000	475,000
	# OF PHYSICIANS	47	13	18	6	10
COLON & RECTAL SURGERY	MEDIAN	750,000	•	750,000	•	•
	# OF PHYSICIANS	15	•	6	•	•
DENTISTRY	MEDIAN	210,000	190,000	•	230,000	•
	# OF PHYSICIANS	19	7	•	9	•
DERMATOLOGY	MEDIAN	290,000	290,000	290,000	290,000	270,000
	# OF PHYSICIANS	118	13	53	21	31
EMERGENCY MEDICINE	MEDIAN	200,000	190,000	170,000	200,000	230,000
	# OF PHYSICIANS	126	18	57	12	39
FAMILY/GENERAL MEDICINE	MEDIAN	210,000	210,000	190,000	210,000	210,000
	# OF PHYSICIANS	1021	72	475	241	233
OCCUPATIONAL MEDICINE	MEDIAN	170,000	•	170,000	375,000	150,000
	# OF PHYSICIANS	29	•	12	6	7
INTERNAL MEDICINE	MEDIAN	210,000	210,000	190,000	230,000	230,000
	# OF PHYSICIANS	1027	115	485	222	205
INVASIVE CARDIOLOGY	MEDIAN	525,000	425,000	575,000	525,000	400,000
	# OF PHYSICIANS	178	24	50	52	52
NONINVASIVE CARDIOLOGY	MEDIAN	325,000	400,000	290,000	325,000	280,000
	# OF PHYSICIANS	138	22	31	39	46
ENDOCRINOLOGY	MEDIAN	230,000	290,000	210,000	230,000	250,000
	# OF PHYSICIANS	95	17	28	25	25
GASTROENTEROLOGY	MEDIAN	375,000	375,000	425,000	425,000	325,000
	# OF PHYSICIANS	186	17	60	60	49
HEMATOLOGY/ONCOLOGY	MEDIAN	270,000	270,000	270,000	270,000	230,000
	# OF PHYSICIANS	196	27	72	47	50
INFECTIOUS DISEASE	MEDIAN	220,000	260,000	230,000	190,000	190,000
	# OF PHYSICIANS	46	8	15	12	11
NEPHROLOGY	MEDIAN	290,000	290,000	325,000	375,000	250,000
	# OF PHYSICIANS	70	7	26	16	21
PULMONARY DISEASE	MEDIAN	270,000	325,000	290,000	280,000	250,000
	# OF PHYSICIANS	140	18	43	42	37
RHEUMATOLOGY	MEDIAN	220,000	270,000	210,000	210,000	190,000
	# OF PHYSICIANS	112	23	36	21	32
NEONATOLOGY	MEDIAN	325,000	•	325,000	•	•
	# OF PHYSICIANS	17	•	10	•	•
NEUROLOGY	MEDIAN	250,000	325,000	270,000	240,000	230,000
	# OF PHYSICIANS	164	17	105	22	20
NEUROSURGERY	MEDIAN	575,000	•	575,000	612,500	650,000
	# OF PHYSICIANS	41	•	19	10	7
NUCLEAR MEDICINE	MEDIAN	425,000	•	•	•	•
	# OF PHYSICIANS	13	•	•	•	•
OBSTETRICS/GYNECOLOGY	MEDIAN	375,000	375,000	375,000	425,000	375,000
	# OF PHYSICIANS	518	51	239	112	116
GYNECOLOGY	MEDIAN	270,000	•	250,000	307,500	325,000
	# OF PHYSICIANS	58	•	11	26	16
OPHTHALMOLOGY	MEDIAN	475,000	650,000	425,000	650,000	425,000
	# OF PHYSICIANS	232	28	90	54	60
ORAL SURGERY	MEDIAN	307,500	•	307,500	•	•
	# OF PHYSICIANS	18	•	12	•	•
ORTHOPEDIC SURGERY	MEDIAN	525,000	525,000	525,000	575,000	475,000
	# OF PHYSICIANS	481	40	191	133	117

Table 8A: (continued)

PHYSICIAN SPECIALTY		ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
OTOLARYNGOLOGY	MEDIAN	375,000	475,000	425,000	325,000	325,000
	# OF PHYSICIANS	203	28	89	47	39
PATHOLOGY	MEDIAN	425,000	*	190,000	575,000	*
	# OF PHYSICIANS	39	*	11	21	*
PEDIATRICS	MEDIAN	210,000	200,000	190,000	210,000	210,000
	# OF PHYSICIANS	554	68	240	99	147
PHYSICAL MEDICINE	MEDIAN	190,000	*	170,000	*	250,000
	# OF PHYSICIANS	21	*	8	*	9
PLASTIC SURGERY	MEDIAN	375,000	*	325,000	575,000	375,000
	# OF PHYSICIANS	28	*	9	6	11
PSYCHIATRY	MEDIAN	190,000	210,000	170,000	290,000	210,000
	# OF PHYSICIANS	110	9	59	31	11
RADIATION THERAPY	MEDIAN	325,000	*	307,500	325,000	650,000
	# OF PHYSICIANS	27	*	12	7	7
RADIOLOGY	MEDIAN	475,000	375,000	475,000	375,000	525,000
	# OF PHYSICIANS	268	27	75	91	75
GENERAL SURGERY	MEDIAN	375,000	425,000	375,000	375,000	375,000
	# OF PHYSICIANS	450	48	210	98	94
UROLOGY	MEDIAN	375,000	375,000	375,000	475,000	325,000
	# OF PHYSICIANS	174	16	77	53	28
VASCULAR/THORACIC SURGERY	MEDIAN	475,000	650,000	850,000	475,000	375,000
	# OF PHYSICIANS	56	7	10	25	14

Table 8B: Median Nonphysician Provider Professional Services Gross Charges by Geographic Section (407 Medical Groups Responding)

PROVIDER SPECIALTY		ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
AUDIOLOGY	MEDIAN	95,000	*	85,000	105,000	80,000
	# OF PROVIDERS	63	*	31	18	10
NURSE PRACTITIONER	MEDIAN	65,000	45,000	75,000	75,000	65,000
	# OF PROVIDERS	107	17	37	8	45
OPTOMETRIST	MEDIAN	95,000	55,000	95,000	175,000	115,000
	# OF PROVIDERS	82	6	54	9	13
PHYSICAL THERAPIST	MEDIAN	115,000	175,000	115,000	125,000	95,000
	# OF PROVIDERS	115	11	42	23	39
PHYSICIAN'S ASSISTANT	MEDIAN	75,000	*	60,000	*	115,000
	# OF PROVIDERS	88	*	44	*	35
PODIATRY	MEDIAN	185,000	*	155,000	*	*
	# OF PROVIDERS	21	*	13	*	*
PSYCHOLOGY	MEDIAN	105,000	*	105,000	175,000	110,000
	# OF PROVIDERS	71	*	51	9	8
SOCIAL WORK	MEDIAN	75,000	*	75,000	*	*
	# OF PROVIDERS	56	*	46	*	*

Notes: Data for university groups are excluded from all tables.
An asterisk indicates that data are supressed when the number of valid cases is less than 6.
All medians reflect the midpoint of range, i.e., "180 to 199" = 190,000.

Medical Group Management Association
1988 Production Survey Based on 1987 Data

Table 9A: Median Physician Combined Professional Services and Ancillary Services Gross Charges by Geographic Section (281 Medical Groups Responding)

PHYSICIAN SPECIALTY		ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
ALLERGY/IMMUNOLOGY	MEDIAN	325,000	425,000	325,000	250,000	425,000
	# OF PHYSICIANS	38	6	13	7	12
ANESTHESIOLOGY	MEDIAN	575,000	375,000	900,000	575,000	•
	# OF PHYSICIANS	99	44	6	49	•
CARDIOVASCULAR SURGERY	MEDIAN	900,000	•	850,000	900,000	900,000
	# OF PHYSICIANS	24	•	11	7	6
COLON & RECTAL SURGERY	MEDIAN	800,000	•	•	•	•
	# OF PHYSICIANS	6	•	•	•	•
DENTISTRY	MEDIAN	•	•	•	•	•
	# OF PHYSICIANS	•	•	•	•	•
DERMATOLOGY	MEDIAN	307,500	•	290,000	210,000	375,000
	# OF PHYSICIANS	50	•	21	17	7
EMERGENCY MEDICINE	MEDIAN	230,000	•	150,000	270,000	220,000
	# OF PHYSICIANS	64	•	28	21	14
FAMILY/GENERAL MEDICINE	MEDIAN	250,000	230,000	250,000	250,000	270,000
	# OF PHYSICIANS	661	58	337	163	103
OCCUPATIONAL MEDICINE	MEDIAN	230,000	•	•	200,000	•
	# OF PHYSICIANS	13	•	•	6	•
INTERNAL MEDICINE	MEDIAN	250,000	250,000	210,000	290,000	290,000
	# OF PHYSICIANS	439	62	190	112	75
INVASIVE CARDIOLOGY	MEDIAN	475,000	475,000	525,000	575,000	425,000
	# OF PHYSICIANS	97	13	19	43	22
NONINVASIVE CARDIOLOGY	MEDIAN	375,000	325,000	280,000	550,000	475,000
	# OF PHYSICIANS	61	23	14	14	10
ENDOCRINOLOGY	MEDIAN	325,000	325,000	•	290,000	267,500
	# OF PHYSICIANS	31	6	•	15	8
GASTROENTEROLOGY	MEDIAN	475,000	375,000	425,000	475,000	500,000
	# OF PHYSICIANS	93	22	18	35	18
HEMATOLOGY/ONCOLOGY	MEDIAN	425,000	375,000	425,000	425,000	425,000
	# OF PHYSICIANS	84	21	28	22	13
INFECTIOUS DISEASE	MEDIAN	325,000	400,000	•	•	•
	# OF PHYSICIANS	16	6	•	•	•
NEPHROLOGY	MEDIAN	190,000	250,000	110,000	575,000	•
	# OF PHYSICIANS	93	10	56	24	•
PULMONARY DISEASE	MEDIAN	325,000	290,000	350,000	325,000	375,000
	# OF PHYSICIANS	74	15	10	31	18
RHEUMATOLOGY	MEDIAN	307,500	270,000	325,000	297,500	297,500
	# OF PHYSICIANS	34	9	7	12	6
NEONATOLOGY	MEDIAN	475,000	•	•	•	•
	# OF PHYSICIANS	7	•	•	•	•
NEUROLOGY	MEDIAN	375,000	270,000	290,000	425,000	307,500
	# OF PHYSICIANS	67	8	25	28	6
NEUROSURGERY	MEDIAN	650,000	750,000	425,000	750,000	•
	# OF PHYSICIANS	45	8	15	19	•
NUCLEAR MEDICINE	MEDIAN	•	•	•	•	•
	# OF PHYSICIANS	•	•	•	•	•
OBSTETRICS/GYNECOLOGY	MEDIAN	425,000	425,000	425,000	475,000	425,000
	# OF PHYSICIANS	250	42	97	78	33
GYNECOLOGY	MEDIAN	325,000	277,500	•	302,500	375,000
	# OF PHYSICIANS	23	6	•	10	7
OPHTHALMOLOGY	MEDIAN	425,000	375,000	375,000	475,000	587,500
	# OF PHYSICIANS	105	21	30	36	18
ORAL SURGERY	MEDIAN	375,000	•	400,000	•	•
	# OF PHYSICIANS	11	•	8	•	•
ORTHOPEDIC SURGERY	MEDIAN	575,000	650,000	575,000	525,000	575,000
	# OF PHYSICIANS	343	63	102	81	97

Table 9A: (continued)

PHYSICIAN SPECIALTY		ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
OTOLARYNGOLOGY	MEDIAN	375,000	375,000	375,000	375,000	475,000
	# OF PHYSICIANS	71	19	28	17	7
PATHOLOGY	MEDIAN	650,000	*	900,000	650,000	*
	# OF PHYSICIANS	25	*	6	19	*
PEDIATRICS	MEDIAN	250,000	250,000	250,000	250,000	270,000
	# OF PHYSICIANS	245	21	101	77	46
PHYSICAL MEDICINE	MEDIAN	220,000	*	*	*	*
	# OF PHYSICIANS	8	*	*	*	*
PLASTIC SURGERY	MEDIAN	575,000	*	*	575,000	*
	# OF PHYSICIANS	10	*	*	6	*
PSYCHIATRY	MEDIAN	170,000	*	190,000	150,000	*
	# OF PHYSICIANS	52	*	22	21	*
RADIATION THERAPY	MEDIAN	900,000	*	*	*	*
	# OF PHYSICIANS	9	*	*	*	*
RADIOLOGY	MEDIAN	650,000	*	425,000	500,000	650,000
	# OF PHYSICIANS	121	*	34	32	51
GENERAL SURGERY	MEDIAN	375,000	325,000	375,000	425,000	425,000
	# OF PHYSICIANS	175	25	78	41	31
UROLOGY	MEDIAN	425,000	425,000	425,000	475,000	400,000
	# OF PHYSICIANS	59	10	21	22	6
VASCULAR/THORACIC SURGERY	MEDIAN	525,000	*	650,000	525,000	*
	# OF PHYSICIANS	33	*	14	11	*

Table 9B: Median Nonphysician Provider Combined Professional Services and Ancillary Services Gross Charges by Geographic Section (281 Medical Groups Responding)

PROVIDER SPECIALTY		ALL US	EASTERN	MIDWEST	SOUTHERN	WESTERN
AUDIOLOGY	MEDIAN	90,000	95,000	85,000	*	*
	# OF PROVIDERS	24	6	15	*	*
NURSE PRACTITIONER	MEDIAN	95,000	*	95,000	*	100,000
	# OF PROVIDERS	30	*	15	*	10
OPTOMETRIST	MEDIAN	135,000	*	*	110,000	*
	# OF PROVIDERS	16	*	*	6	*
PHYSICAL THERAPIST	MEDIAN	145,000	100,000	125,000	*	135,000
	# OF PROVIDERS	64	18	31	*	10
PHYSICIAN'S ASSISTANT	MEDIAN	110,000	*	110,000	180,000	75,000
	# OF PROVIDERS	50	*	18	12	17
PODIATRY	MEDIAN	*	*	*	*	*
	# OF PROVIDERS	*	*	*	*	*
PSYCHOLOGY	MEDIAN	135,000	120,000	135,000	70,000	*
	# OF PROVIDERS	55	6	39	8	*
SOCIAL WORK	MEDIAN	*	*	*	*	*
	# OF PROVIDERS	*	*	*	*	*

Notes: Data for university groups are excluded from all tables.
An asterisk indicates that data are supressed when the number of valid cases is less than 6.
All medians reflect the midpoint of range, i.e., "180 to 199" = 190,000.

Medical Group Management Association
1988 Cost Survey Based on 1987 Data

MGMA 1988 COST SURVEY LONG FORM

COST SURVEY DIRECTIONS

1. Please complete either a Long Form or a Short Form Questionnaire. The Long Form is preferred. Do not return both forms.
2. All data should be for calendar year 1987 or your most recently completed 12-month period. Please do not report data for periods other than 12 months.
3. Please round financial information to whole dollars (e.g., $57,501 = $58).
4. The numbers in parentheses to the right of the blanks represent CPA/HCA Chart of Accounts classifications. If your group does not use the CPA/HCA Chart of Accounts, please refer to the enclosed MGMA 1988 Cost Survey Definitions.
5. Certain input lines of this questionnaire must be completed if your survey is to be valid. Mandatory data input items are indicated by *.
6. If you have a question on how to complete your survey questionnaire, call Dave Gans or Jim Mangano at MGMA (303) 753-1101 or the Financial Management Committee member in your MGMA section. See page 51 of the MGMA Directory for names and telephone numbers of committee members.
7. The results of this survey will be compiled in the MGMA 1988 Cost and Production Survey Report. This report is provided at no charge only to survey participants. To receive your report, complete either a Cost Survey Long Form or Short Form questionnaire and return it along with the enclosed Survey Participant Identification Form. All MGMA members in the responding medical groups will receive a survey report. MGMA members who do not participate in the survey can purchase a copy of the MGMA 1988 Cost and Production Survey Report for $38.75 including first class postage. Order forms will be available in the July 1988 MGMA Update.
8. Please return your completed questionnaire no later than April 4, 1988 to: MGMA Cost and Production Survey, 1355 South Colorado Blvd., Suite 900, Denver, Colorado 80222, Attn: David N. Gans, Project Director. A pre-addressed envelope is provided for your convenience.
9. All survey data are confidential, and medical group identification will not be associated with any survey results.

Please complete and return no later than April 4, 1988.

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MGMA 1988 COST SURVEY LONG FORM

WHAT 12-MONTH PERIOD DO THESE SURVEY DATA OCCUR? _____ (month) : _____ (year) to _____ (month) : _____ (year)
(Please report data for calendar year 1987 or group's most recently completed 12-month period.)

PART I—GROUP REVENUE	Charges	Cash Collections
1. PATIENT CHARGES—FEE-FOR-SERVICE		
a. Gross fee-for-service charges	(3100, 3300)	
b. LESS adjustments	(4100-4400)	
c. Adjusted fee-for-service charges (1a - 1b)		
d. Bad debts and write-offs	(4600-4800)	
2. PATIENT CHARGES—PREPAID: Inhouse equivalent fee-for-service charges	(3860-3700)	
3. TOTAL PATIENT CHARGES (1c + 2)		
4. FEE-FOR-SERVICE CASH COLLECTIONS		(3400, 3600)
5. PREPAID REVENUE		
a. All capitation revenue		(3810-3830)
b. All other prepaid revenue		(3840-3860)
c. LESS all prepaid professional and medical purchased services		(7300)
d. Total net prepaid revenue (5a + 5b - 5c)		
6. OTHER REVENUE (Source) _____		(3900)
7. TOTAL GROUP CASH COLLECTIONS (4 + 5d + 6)		

8. Please estimate the breakout by payor for medical group revenue. Please report all payors, so the total will sum to 100%.

1. Indemnity Insurance	___ %
2. Medicare	___ %
3. Medicaid	___ %
4. Health Maintenance Organization	___ %
5. Preferred Provider Organization	___ %
6. Private Pay	___ %
7. Workers' Compensation	___ %
8. Other	___ %
Total	100 %

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MGMA 1988 COST SURVEY LONG FORM

PART II—NONPHYSICIAN EXPENSES	Expenses	Subtotals
1. NONPHYSICIAN SALARIES		
a. Group practice executive staff	(3810,3820)	
b. Business office personnel	(3820,3840)	
c. Data processing personnel	(3860)	
d. Other administrative personnel	(3880-3890)	
e. Registered nurses	(3910)	
f. Licensed practical nurses, aides, etc.	(3920)	
g. Medical receptionists	(3930)	
h. Medical secretaries/transcribers	(3940)	
i. Medical records personnel	(3950)	
j. Physician extenders	(3960)	
k. Laboratory personnel	(3970)	
l. Radiology personnel	(3980)	
m. Physical therapy personnel	(3990)	
n. Optical personnel	(3440)	
o. Housekeeping, maintenance, and security personnel	(3760)	
p. Certified registered nurse anesthetists		
q. Other support personnel	(3450-3480, 3560-3580, 3890)	
2. NONPHYSICIAN EMPLOYEE BENEFIT EXPENSES		
a. Taxes—FICA, payroll, etc.	(3910)	
b. Insurance—health, disability, life, etc.	(3920)	
c. Retirement and/or profit sharing	(3930)	
d. Other employee benefits	(3940-3960)	
3. DATA PROCESSING EXPENSES		
a. Service bureau fees	(7360)	
b. Equipment rental/depreciation expenses	(6800,6760)	
c. Equipment maintenance expenses		
d. Data processing supplies		
e. Other data processing expenses		
4. LABORATORY EXPENSES		
a. Fees paid for outside laboratory services	(7130)	
b. Equipment rental/depreciation expenses	(6820,6780)	
b. Equipment maintenance expenses	(6840)	
d. Laboratory supplies	(6210,6800)	
e. Other laboratory expenses		

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MGMA 1988 COST SURVEY LONG FORM

	Expenses	Subtotals
5. RADIOLOGY EXPENSES		
a. Fees paid for outside radiology services	(7140)	
b. Equipment rental/depreciation expenses	(6830,6700)	
c. Equipment maintenance expenses	(6850)	
d. Radiology supplies	(6230)	
e. Other radiology expenses		
6. PHYSICAL THERAPY EXPENSES		
a. Equipment rental/depreciation expenses	(6841,6741)	
b. Equipment maintenance expenses	(6860)	
c. Physical therapy supplies	(6240)	
d. Other physical therapy expenses		
7. OPTICAL EXPENSES		
a. Equipment rental/depreciation expenses	(6842,6742)	
b. Equipment maintenance expenses	(6870)	
c. Optical supplies	(6250)	
d. Other optical expenses		
8. MEDICAL AND SURGICAL SUPPLY EXPENSES		
a. Drugs and medications	(6110)	
b. General medical supplies and instruments	(6120,6130, 6150,6180, 6260-6290)	
c. Laundry and linens	(6770)	
9. BUILDING AND OCCUPANCY EXPENSES		
a. Rental/depreciation/occupancy expenses	(6410-6440, 6460,6470, 6480,6500)	
b. Utilities	(6490)	
c. Housekeeping/maintenance supplies	(6160)	
d. Contracted janitorial services	(7310-7380)	
10. FURNITURE AND EQUIPMENT EXPENSES		
a. Rental/depreciation expenses	(6810,6843-6850,6870-6890,6710, 6743-6750, 6770-6780)	
b. Other furniture and equipment expenses	(6910,6830, 6860,6890)	
11. OFFICE SUPPLIES AND SERVICES	(6140,7380, 7630-7660)	
12. TELEPHONE EXPENSES	(7640)	
13. INSURANCE PREMIUMS		
a. Professional liability (physician and employee)	(7300)	
b. Other insurance—fire, casualty, etc. for land, buildings, and equipment	(6460,6600)	

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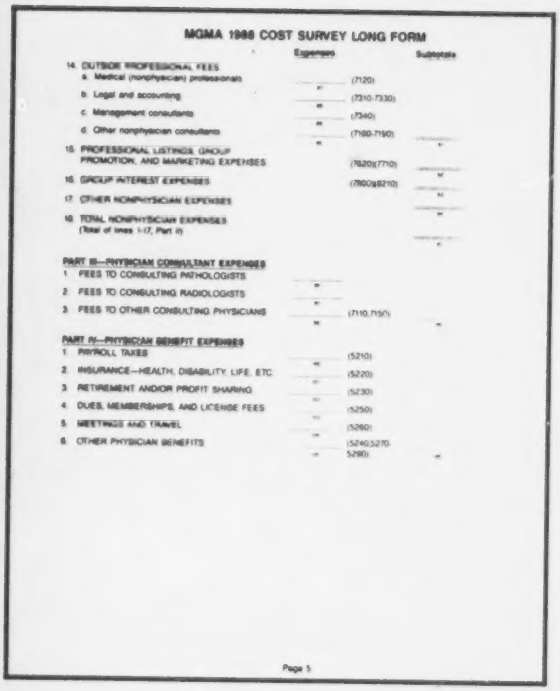
Medical Group Management Association
1988 Cost Survey Based on 1987 Data



MGMA 1988 COST SURVEY LONG FORM

Expenses | Subtotals

14. OUTSIDE PROFESSIONAL FEES
a. Medical (nonphysician) professionals (7120)
b. Legal and accounting (7310-7330)
c. Management consultants (7340)
d. Other nonphysician consultants (7160-7190)
15. PROFESSIONAL LISTINGS, GROUP PROMOTION, AND MARKETING EXPENSES (7820)(7710)
16. GROUP INTEREST EXPENSES (7800)(8210)
17. OTHER NONPHYSICIAN EXPENSES
18. TOTAL NONPHYSICIAN EXPENSES (Total of lines 1-17, Part II)

PART III—PHYSICIAN CONSULTANT EXPENSES
1. FEES TO CONSULTING PATHOLOGISTS
2. FEES TO CONSULTING RADIOLOGISTS
3. FEES TO OTHER CONSULTING PHYSICIANS (7110,7150)

PART IV—PHYSICIAN BENEFIT EXPENSES
1. PAYROLL TAXES (5210)
2. INSURANCE—HEALTH, DISABILITY, LIFE, ETC. (5220)
3. RETIREMENT AND/OR PROFIT SHARING (5230)
4. DUES, MEMBERSHIPS, AND LICENSE FEES (5250)
5. MEETINGS AND TRAVEL (5260)
6. OTHER PHYSICIAN BENEFITS (5240,5270-5290)

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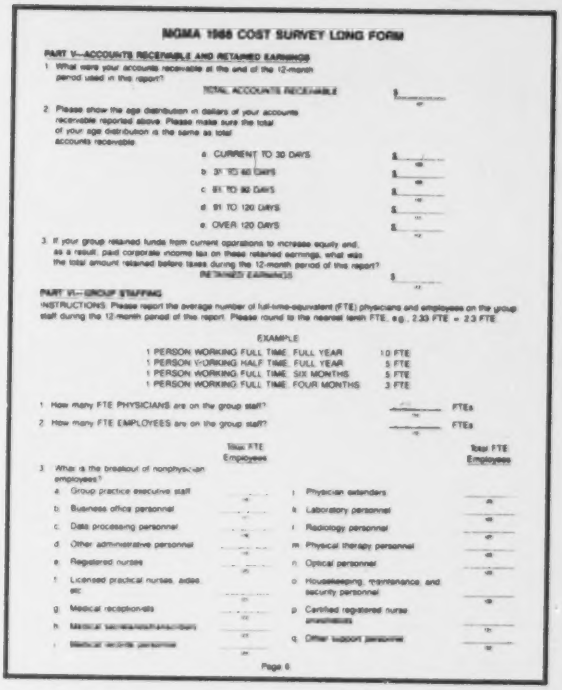

MGMA 1988 COST SURVEY LONG FORM

PART V—ACCOUNTS RECEIVABLE AND RETAINED EARNINGS
1. What were your accounts receivable at the end of the 12-month period used in this report?
TOTAL ACCOUNTS RECEIVABLE $
2. Please show the age distribution in dollars of your accounts receivable reported above. Please make sure the total of your age distribution is the same as total accounts receivable.
a. CURRENT TO 30 DAYS $
b. 31 TO 60 DAYS $
c. 61 TO 90 DAYS $
d. 91 TO 120 DAYS $
e. OVER 120 DAYS $
3. If your group retained funds from current operations to increase equity and, as a result, paid corporate income tax on these retained earnings, what was the total amount retained before taxes during the 12-month period of this report?
RETAINED EARNINGS $

PART VI—GROUP STAFFING
INSTRUCTIONS: Please report the average number of full-time-equivalent (FTE) physicians and employees on the group staff during the 12-month period of this report. Please round to the nearest tenth FTE, e.g., 2.33 FTE = 2.3 FTE.

EXAMPLE
1 PERSON WORKING FULL TIME, FULL YEAR 1.0 FTE
1 PERSON WORKING HALF TIME, FULL YEAR .5 FTE
1 PERSON WORKING FULL TIME, SIX MONTHS .5 FTE
1 PERSON WORKING FULL TIME, FOUR MONTHS .3 FTE

1. How many FTE PHYSICIANS are on the group staff? FTEs
2. How many FTE EMPLOYEES are on the group staff? FTEs

3. What is the breakout of nonphysician employees?

	Total FTE Employees		Total FTE Employees
a. Group practice executive staff		i. Physician extenders	
b. Business office personnel		k. Laboratory personnel	
c. Data processing personnel		l. Radiology personnel	
d. Other administrative personnel		m. Physical therapy personnel	
e. Registered nurses		n. Optical personnel	
f. Licensed practical nurses, aides, etc.		o. Housekeeping, maintenance, and security personnel	
g. Medical receptionists		p. Certified registered nurse anesthetists	
h. Medical secretaries/transcribers		q. Other support personnel	
i. Medical records personnel			

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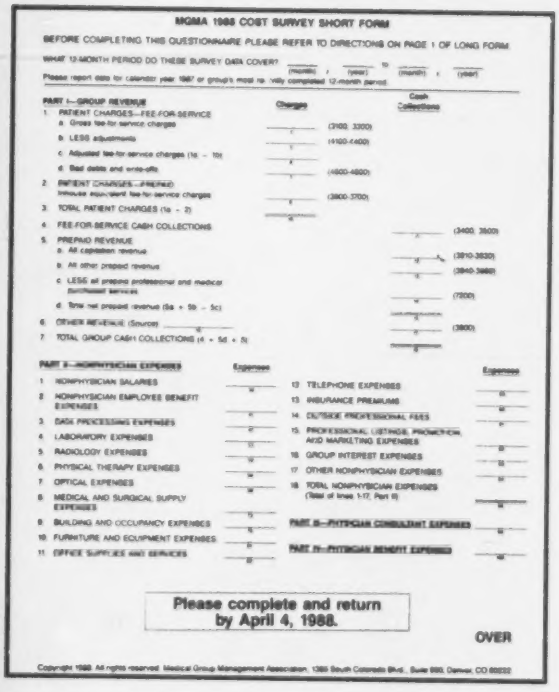

MGMA 1988 COST SURVEY SHORT FORM

BEFORE COMPLETING THIS QUESTIONNAIRE PLEASE REFER TO DIRECTIONS ON PAGE 1 OF LONG FORM.

WHAT 12-MONTH PERIOD DO THESE SURVEY DATA COVER? (month) / (year) TO (month) / (year)
Please report data for calendar year 1987 or group's most recently completed 12-month period.

PART I—GROUP REVENUE

	Charges	Cash Collections
1. PATIENT CHARGES—FEE-FOR-SERVICE		
a. Gross fee-for-service charges	(3100, 3300)	
b. LESS adjustments	(4100-4400)	
c. Adjusted fee-for-service charges (1a − 1b)		
d. Bad debts and write-offs	(4600-4800)	
2. PATIENT CHARGES—PREPAID (Indicate equivalent fee-for-service charges)	(3800-3700)	
3. TOTAL PATIENT CHARGES (1c + 2)		
4. FEE-FOR-SERVICE CASH COLLECTIONS		(3400, 3500)
5. PREPAID REVENUE		
a. All capitation revenue		(3910-3930)
b. All other prepaid revenue		(3940-3980)
c. LESS all prepaid professional and medical purchased services		(7200)
d. Total net prepaid revenue (5a + 5b − 5c)		(3800)
6. OTHER REVENUE (Source)		
7. TOTAL GROUP CASH COLLECTIONS (4 + 5d + 5)		

PART II—NONPHYSICIAN EXPENSES

	Expenses		Expenses
1. NONPHYSICIAN SALARIES		13. TELEPHONE EXPENSES	
2. NONPHYSICIAN EMPLOYEE BENEFIT EXPENSES		14. INSURANCE PREMIUMS	
3. DATA PROCESSING EXPENSES		15. OUTSIDE PROFESSIONAL FEES	
4. LABORATORY EXPENSES		16. PROFESSIONAL LISTINGS, PROMOTION, AND MARKETING EXPENSES	
5. RADIOLOGY EXPENSES		17. GROUP INTEREST EXPENSES	
6. PHYSICAL THERAPY EXPENSES		18. OTHER NONPHYSICIAN EXPENSES	
7. OPTICAL EXPENSES		19. TOTAL NONPHYSICIAN EXPENSES (Total of lines 1-17, Part II)	
8. MEDICAL AND SURGICAL SUPPLY EXPENSES		PART III—PHYSICIAN CONSULTANT EXPENSES	
9. BUILDING AND OCCUPANCY EXPENSES		PART IV—PHYSICIAN BENEFIT EXPENSES	
10. FURNITURE AND EQUIPMENT EXPENSES			
11. OFFICE SUPPLIES AND SERVICES			

Please complete and return by April 4, 1988.

OVER

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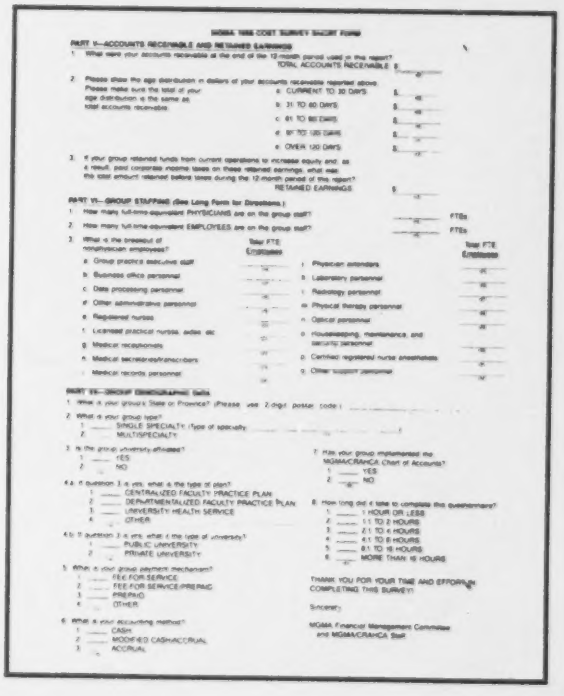

MGMA 1988 COST SURVEY SHORT FORM

PART V—ACCOUNTS RECEIVABLE AND RETAINED EARNINGS
1. What were your accounts receivable at the end of the 12-month period used in this report?
TOTAL ACCOUNTS RECEIVABLE $
2. Please show the age distribution in dollars of your accounts receivable reported above. Please make sure the total of your age distribution is the same as total accounts receivable.
a. CURRENT TO 30 DAYS $
b. 31 TO 60 DAYS $
c. 61 TO 90 DAYS $
d. 91 TO 120 DAYS $
e. OVER 120 DAYS $
3. If your group retained funds from current operations to increase equity and, as a result, paid corporate income taxes on these retained earnings, what was the total amount retained before taxes during the 12-month period of this report?
RETAINED EARNINGS $

PART VI—GROUP STAFFING (See Long Form for Directions.)
1. How many full-time-equivalent PHYSICIANS are on the group staff? FTEs
2. How many full-time-equivalent EMPLOYEES are on the group staff? FTEs
3. What is the breakout of nonphysician employees?

	Total FTE Employees		Total FTE Employees
a. Group practice executive staff		i. Physician extenders	
b. Business office personnel		k. Laboratory personnel	
c. Data processing personnel		l. Radiology personnel	
d. Other administrative personnel		m. Physical therapy personnel	
e. Registered nurses		n. Optical personnel	
f. Licensed practical nurses, aides, etc.		o. Housekeeping, maintenance, and security personnel	
g. Medical receptionists		p. Certified registered nurse anesthetists	
h. Medical secretaries/transcribers		q. Other support personnel	
i. Medical records personnel			

PART VII—GROUP DEMOGRAPHIC DATA
1. What is your group's State or Province? (Please use 2-digit postal code.)
2. What is your group type?
1. SINGLE SPECIALTY (Type of specialty:
2. MULTISPECIALTY
3. Is the group university-affiliated?
1. YES
2. NO
4.a. If question 3 is yes, what is the type of plan?
1. CENTRALIZED FACULTY PRACTICE PLAN
2. DEPARTMENTALIZED FACULTY PRACTICE PLAN
3. UNIVERSITY HEALTH SERVICE
4. OTHER
4.b. If question 3 is yes, what is the type of university?
1. PUBLIC UNIVERSITY
2. PRIVATE UNIVERSITY
5. What is your group payment mechanism?
1. FEE-FOR-SERVICE
2. FEE-FOR-SERVICE/PREPAID
3. PREPAID
4. OTHER
6. What is your accounting method?
1. CASH
2. MODIFIED CASH/ACCRUAL
3. ACCRUAL
7. Has your group implemented the MGMA/CRAHCA Chart of Accounts?
1. YES
2. NO
8. How long did it take to complete this questionnaire?
1. 1 HOUR OR LESS
2. 1:1 TO 2 HOURS
3. 2:1 TO 4 HOURS
4. 4:1 TO 8 HOURS
5. 8:1 TO 16 HOURS
6. MORE THAN 16 HOURS

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS SURVEY!!

Sincerely,

MGMA Financial Management Committee and MGMA/CRAHCA Staff

Medical Group Management Association
1988 Production Survey Based on 1987 Data

MGMA 1988 PRODUCTION SURVEY

SEE ENCLOSED PRODUCTION SURVEY INSTRUCTIONS FOR INFORMATION ON HOW TO COMPLETE THIS QUESTIONNAIRE

What is your State or Province? (Please use 2-digit postal code.) _____

PART I—TYPE OF PRODUCTION DATA REPORTED

The full-time physician and nonphysician production reported in this questionnaire represents:

____ 1. PERSONAL SERVICE PRODUCTION

____ 2. TOTAL PRODUCTION

Note: You are urged to report personal service production data if possible.

PART II—GROUP FULL-TIME PHYSICIAN PRODUCTION

Annual gross charges in thousands (000) of dollars per full-time MD or DDS	Less than 100	100 to 119	120 to 139	140 to 159	160 to 179	180 to 199	200 to 219	220 to 239	240 to 259	260 to 279	280 to 299	300 to 319	320 to 339	340 to 359	360 to 379	380 to 399	400 to 419	420 to 439	440 to 459	460 to 479	480 to 499	500 to 519	520 to 539	540 to 559	560 to 579	580 to 599	600 to 619	620 to 639	640 to 659	660 to 679	680 to 699	700 to 719	720 to 739	740 to 759	760 to 779	780 to 799	800 to 819	820 to 839	840 to 859	860 to 879	880 to 899	900 and over	Your full-time MDs or DDS	Avg. gross charges per MD or DDS
1. ALLERGY/IMMUNOLOGY																																											
2. ANESTHESIOLOGY																																												
3. CARDIAC SURGERY																																												
4. COLON & RECTAL SURG																																												
5. DENTISTRY																																												
6. DERMATOLOGY																																												
7. EMERGENCY MEDICINE																																												
8. FAMILY/GEN MEDICINE																																												
9. OCCUPATIONAL MEDICINE																																												
INTERNAL MEDICINE																																												
10. GENERAL INT MED																																												
11. INVASIVE CARDIOLOGY																																												
12. NONINVAS CARDIOLOGY																																												
13. ENDOCRINOLOGY																																												
14. GASTROENTEROLOGY																																												
15. HEMATOLOGY/ONCOLOGY																																												
16. INFECTIOUS DISEASE																																												
17. NEPHROLOGY																																												
18. PULMONARY DISEASE																																												
19. RHEUMATOLOGY																																												
20. NEONATOLOGY																																												
21. NEUROLOGY																																													
22. NEUROSURGERY																																													
23. NUCLEAR MEDICINE																																													
24. OBSTETRICS/GYNECOLOGY																																													
25. GYNECOLOGY																																													
26. OPHTHALMOLOGY																																												
27. ORAL SURGERY																																												
28. ORTHOPEDIC SURGERY																																												
29. OTOLARYNGOLOGY																																												
30. PATHOLOGY																																													
31. PEDIATRICS																																													
32. PHYSICAL MEDICINE																																													
33. PLASTIC SURGERY																																													
34. PSYCHIATRY																																													
35. RADIATION THERAPY																																												
36. RADIOLOGY																																													
37. GENERAL SURGERY																																												
38. UROLOGY																																													
39. VASCULAR/THORACIC SURG																																													
_____ (Other)																																													
_____ (Other)																																													

PART III—GROUP FULL-TIME NONPHYSICIAN PRODUCTION

Annual gross charges in thousands (000) of dollars per full-time staff person	Less than 10	10 to 19	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	70 to 79	80 to 89	90 to 99	100 to 109	110 to 119	120 to 129	130 to 139	140 to 149	150 to 159	160 to 169	170 to 179	180 to 189	190 to 199	200 and over	Your full-time staff	Avg. gross charges per staff
40. AUDIOLOGY																							
41. NURSE PRACTITIONER																							
42. OPTOMETRY																							
43. PHYSICAL THERAPY																							
44. PHYSICIAN'S ASSISTANT																							
45. PODIATRY																							
46. PSYCHOLOGY																							
47. SOCIAL WORK																							
48. _____ (Other)																							

OVER